Regina Qu'Appelle
HEALTH REGION

2007/2008
Annual Report

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Letter of Transmittal

The Honourable Don McMorris
Minister of Health
Room 302, Legislative Building
2405 Legislative Drive
Regina, Saskatchewan S4S 0B3

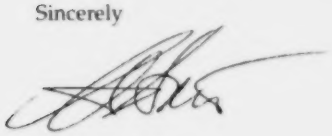
Dear Mr. McMorris

On behalf of the Regina Qu'Appelle Regional Health Authority, I am pleased to present our 2007-2008 annual report. This report is submitted in accordance with the requirements of *The Regional Health Services Act* and *The Tabling of Documents Act*.

The Ministry of Health's strong focus on *"Healthy people, A healthy province"* is at the core of our work as a Region. This is reflected in the vision of the Regina Qu'Appelle Health Region, *"Healthy people, families and communities."*

Throughout 2007-2008, we have focused on the RQHR's three priority objectives: improve service quality and patient safety; create a safe, supportive and quality workplace; and improve access and service delivery. These objectives flow from the Health Region's strategic framework and have informed all our actions.

Sincerely



Lloyd Boutilier
Chairperson
Regina Qu'Appelle Regional Health Authority

Who we are

The Regina Qu'Appelle Health Region Strategic Framework

Since the Region was formed in 2002, the Regina Qu'Appelle Regional Health Authority and Senior Management Team have put in place strategic plans focused on moving the Region forward over the next five to 10 years. These plans are driven by a strategic framework that aligns with the Saskatchewan Ministry of Health's vision for the province, *Healthy people, A healthy province*. Representatives of the community, as well as RQHR staff and physician groups were consulted in developing the organization's strategic framework; a framework that includes vision, mission, values and people philosophy, as well as six strategic themes.

Vision

Healthy people, families and communities

Mission

We are a provincial and community provider of a full range of safe, quality health services, education and research that inspires public confidence. We achieve success in meeting the diverse health needs of our communities through the strength of our people, partnerships and personal responsibility for health.

Values

Together we succeed through...

Compassion: Our caring approach to people, families and communities.

Respect: Honesty, trust and valuing diversity as well as similarity will guide all relationships, decisions and actions.

Collaboration: Relationships built upon a shared vision, trust, open communication, involvement and genuine recognition for people's and partners' contributions.

Knowledge: Continuous improvement and effective decision-making based on the pursuit of knowledge, evidence, standards of practice and sound ethics.

Stewardship: Accountability for the people and resources entrusted to us, and the courage to do what is right.

Who we are

People Philosophy

People are our passion. By putting people first we are able to achieve our mission and fulfill our vision through a service environment built on mutual respect, collaboration and teamwork. The Regina Qu'Appelle Health Region is working towards practicing our people philosophy consistently and striving to live our values in our everyday worklife.

Leadership Philosophy

Leadership is about choice…

Leadership is about people…

Leadership is choosing "People are our Passion"

Leadership is a key foundation of a successful organization and is the core of our culture. Everyone in our organization can be a leader. The substance of leadership comes from the leader's values, self-awareness, dedication to ongoing learning, courage, vision… and the ability to demonstrate with action rather than just words.

Leadership is about people… working together to envision, and achieve, a preferred future. It is the ability to inspire, nurture, and mentor others toward a common vision through shared values that are based on relationships and respect.

Living Our Values

To be truly meaningful, the RQHR's values must be reflected every day in the behaviours of those who work for and with the Region.

The Regina Qu'Appelle Health Region's *Living Our Values* initiative incorporates the organization's values into the standard of conduct expected of our employees. RQHR has published a booklet – given to every employee – as a tool to help achieve our Vision by enhancing quality experiences for employees and all those who interact with our health care delivery system. For more on *Living our Values,* please see page 41.

Who we are

Client Service Commitment

Client* Service

"We will provide safe, quality, respectful service in a welcoming environment."

We will achieve our commitment through...

A Welcoming Approach

- Be considerate, respectful and courteous at all times
- Listen to truly understand what is important

Working Together

- Work in partnership to ensure service is coordinated, communicated and understood
- Share timely, accurate and relevant information with clients and the service team to make the best decisions regarding service options

Quality Service

- Provide service in a timely, skilled and safe manner appropriate to client needs

Continuous Learning

- Invite clients to share their service experience in order to guide our learning and enhance our practice

*Client may refer to:
1) Clients, patients, residents and their immediate support systems (those important to them);
2) An internal client within the organization such as another department.

Who we are

Patient Safety Commitment

Patient Safety

Patients First… Safety Always!

"We strive to deliver safe care to all patients, all the time. Our commitment guides us continuously to improve the safety of the care we provide."

We will achieve our safety commitment through the following successes…

Patients…

- Know they are safe, and trust our services
- Are fully informed and understand their treatments
- Fully participate in the care process and make decisions on health care options
- Feel they are heard and respected

Employees and Physicians…

- Feel confident and supported to engage in conversations on patient safety
- Freely express safety concerns
- Champion safety practices across the region
- Model safety in their conduct and strive for continuous improvement

In Our Organization…

- A safe environment for patients and employees recognizes that communication and teamwork are essential to creating a safety culture across the organization
- Patient safety is achieved through continuous improvement and a fair and trusting culture
- Quality and safety are measured and results are transparent and public
- A safety policy framework encourages open disclosure of adverse events

Who we are

Regina Qu'Appelle Health Region's Operating Plan: Our Map to the Future

What is the Regional Operating Plan?

The Regina Qu'Appelle Health Region's Operating Plan is the map that leads us to our Vision, and our preferred future as a health care organization.

The Operating Plan lays out the steps the RQHR is taking to achieve its six Strategic Themes. There are 15 objectives that support the Strategic Themes. The Region has consciously selected these objectives to focus its efforts and resources. They are propelling the organization forward on its journey to becoming the health care provider it has envisioned in its Mission. To achieve each of the objectives, there are specific program initiatives that are being undertaken by various areas of the Region.

As each year passes, the objectives may change as program initiatives are completed and goals are achieved. But what remains constant are our values and our commitment to service and safety.

The 15 objectives that support the six Strategic Themes in the Regional Operating Plan are:

Strategic Theme 1: Achieve Sustainable Quality Services

Provide appropriate, safe and trusted services within available resources.

Objectives

1.1 Improve service quality and safety.
1.2 Provide services that are appropriate at a local, provincial and regional level.
1.3 Enhance public confidence and trust in services.
1.4 Effectively manage resources.

Strategic Theme 2: Advance a Positive, Innovative Work Environment

Enhance the individual experience through a work environment which fosters respect, pride, accountability and "Living Our Values."

Objectives

2.1 Achieve employee/physician engagement and teamwork.
2.2 Provide safe, supportive, quality workplaces.
2.3 Increase leadership capacity.

Strategic Theme 3: Enhance Aboriginal Health

Improve the health status and outcomes of Aboriginal people by offering holistic service delivery, supporting traditional ways of healing, and engaging the voice of the community.

Objectives

3.1 Positively impact health outcomes for Aboriginal people.

3.2 Engage the voices of the First Nation and Métis people to improve their service experience.

Strategic Theme 4: Foster Population Well-being

Promote individual and community wellness through actions addressing the determinants of health and encouraging individual and social responsibility for health.

Objectives

4.1 Build partnerships with community stakeholders to positively impact the determinants of health.

4.2 Improve access to primary health care.

4.3 Achieve the goals of the provincial Population Health and Promotion Strategy.

Strategic Theme 5: Enhance Specialized Services

Strengthen RQHR as a provincial resource and referral centre through the determination of services best delivered in our Region, Saskatchewan and in western Canada.

Objective

5.1 Provide new innovative specialized services responsive to population needs.

Strategic Theme 6: Advance Knowledge, Teaching and Research

Enhance our performance as an academic health services organization that supports, creates and applies knowledge through research, learning partnerships and personal and professional development.

Objectives

6.1 Use technology and innovation to develop better ways to provide health services.

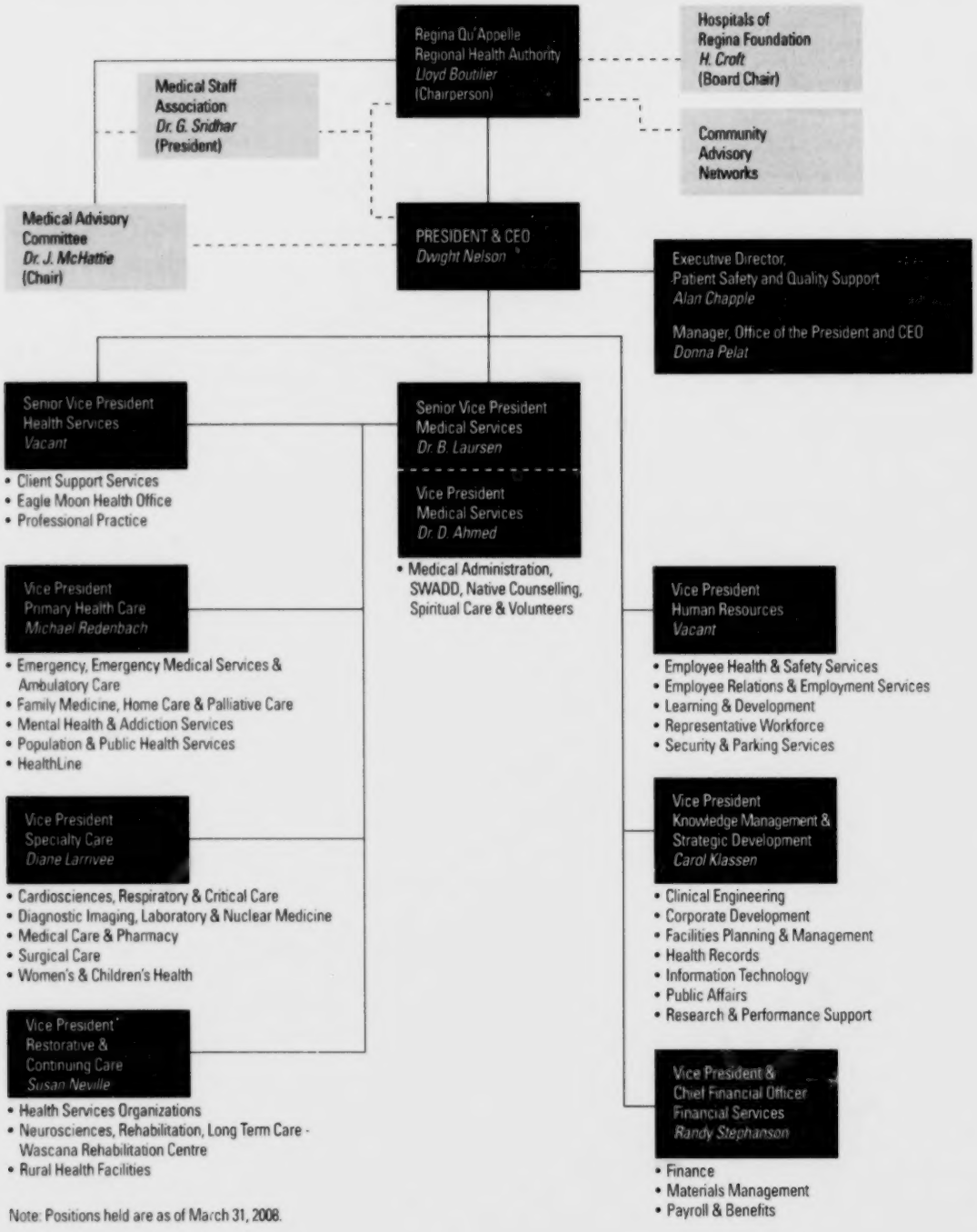
6.2 Enhance and support a culture of teaching, research and learning.

Regina Qu'Appelle Health Region Organizational Structure

Note: Positions held are as of March 31, 2006

Who we are

Regina Qu'Appelle Health Region Organizational Structure


Regina Qu'Appelle Regional Health Authority
Lloyd Boutilier
(Chairperson)
Hospitals of Regina Foundation
H. Croft
(Board Chair)
Medical Staff Association
Dr. G. Sridhar
(President)
Community Advisory Networks
Medical Advisory Committee
Dr. J. McHattie
(Chair)
PRESIDENT & CEO
Dwight Nelson
Executive Director, Patient Safety and Quality Support
Alan Chapple
Manager, Office of the President and CEO
Donna Pelat
Senior Vice President Health Services
Vacant
• Client Support Services
• Eagle Moon Health Office
• Professional Practice
Senior Vice President Medical Services
Dr. B. Laursen
Vice President Medical Services
Dr. D. Ahmed
• Medical Administration, SWADD, Native Counselling, Spiritual Care & Volunteers
Vice President Primary Health Care
Michael Redenbach
• Emergency, Emergency Medical Services & Ambulatory Care
• Family Medicine, Home Care & Palliative Care
• Mental Health & Addiction Services
• Population & Public Health Services
• HealthLine
Vice President Human Resources
Vacant
• Employee Health & Safety Services
• Employee Relations & Employment Services
• Learning & Development
• Representative Workforce
• Security & Parking Services
Vice President Specialty Care
Diane Larrivee
• Cardiosciences, Respiratory & Critical Care
• Diagnostic Imaging, Laboratory & Nuclear Medicine
• Medical Care & Pharmacy
• Surgical Care
• Women's & Children's Health
Vice President Knowledge Management & Strategic Development
Carol Klassen
• Clinical Engineering
• Corporate Development
• Facilities Planning & Management
• Health Records
• Information Technology
• Public Affairs
• Research & Performance Support
Vice President Restorative & Continuing Care
Susan Neville
• Health Services Organizations
• Neurosciences, Rehabilitation, Long Term Care - Wascana Rehabilitation Centre
• Rural Health Facilities
Vice President & Chief Financial Officer Financial Services
Randy Stephanson
• Finance
• Materials Management
• Payroll & Benefits

Note: Positions held are as of March 31, 2008.

Who we are

Governance

The Regional Health Services Act establishes the Regina Qu'Appelle Regional Health Authority as the governing body of the Regina Qu'Appelle Health Region. The members of the Health Authority in 2007-2008 were:

Lloyd Boutilier (Chairperson)
Loretta Elford (Vice Chairperson)
Anita Bergman
J. Patrick (Pat) Connolley
Marie Everett
Tyronne Fisher
Murray Knuttila
Bryan Leier
Bev Poitras
Gary Semenchuck
Alex Taylor
C.R.H. (Chuck) Ward

For biographical and contact information regarding the members of the Regina Qu'Appelle Regional Health Authority, visit our website at www.rqhealth.ca.

Leadership

Senior Management Team

Dwight Nelson
President & Chief Executive Officer

Vacant
Senior Vice President, Health Services

Dr. Brian Laursen
Senior Vice President, Medical Services

Dr David Ahmed
Vice President, Medical Services

Vacant
Vice President, Human Resources

Carol Klassen
Vice President, Knowledge Management & Strategic Development

Diane Larrivee
Vice President, Specialty Care

Susan Neville
Vice President, Restorative & Continuing Care

Michael Redenbach
Vice President, Primary Health Care

Randy Stephanson
Vice President & Chief Financial Officer

Medical Advisory Committee

Dr. D. Ahmed
Dr. E. Alport
Dr. F. Bowen
Dr. E. Busse
Ms. D. Calder
Dr. G. Carson
Dr. N.G. Devitt
Mr. K. Dewar
Dr. T. Diener
Dr. S.B. Holmes
Dr. D. Jones
Ms. C. Klassen
Ms. D. Larrivee
Dr. B. W. Laursen
Dr. J.H. Lombard
Dr. J.D. McHattie (Chairperson)
Dr. J.S. McMillan
Dr. D. Natarajan
Mr. D. Nelson
Ms. S. Neville
Dr. M. Ogrady
Dr. P. Popkin
Mr. M. Redenbach
Dr. G. Sridhar
Dr. S. Suri
Dr. S. Van der Merwe
Dr. C. Vuksic
Dr. G. White

Medical Staff Association

Dr. G. Sridhar (President)
Dr. C. Vuksic (Vice President)
Dr. M.P. Fink
Dr. G.J. Garbe
Dr. R.P. Knaus
Dr. J.H. Lombard

Note: Positions held are as of March 31, 2008.

A Continuum of Care:
A Diverse Range of Services

As a tertiary care centre, the RQHR provides specialized health care services to people living in southern Saskatchewan and beyond. The RQHR is one of the most integrated health services delivery agencies in the country. We offer a full range of hospital, rehabilitation, community and public health, long term care and home care services. These integrated services are offered in the areas of community services, acute care and rehabilitation.

Community Services

Community-delivered services are a vital component of an integrated health care system. Community services, in conjunction with acute care and rehabilitation services, provide a complete health care program for residents of the RQHR. These services include:

- Mental Health and Addictions Services
- Long Term Care Services
- Emergency Medical Services
- Native Health Services
- Population and Public Health Services
- HealthLine
- Home Care Services
- Palliative Care

The RQHR has community health centres that provide outreach, health promotion and education services throughout the Region. These centres include:

- Al Ritchie Health Action Centre (Regina)
- Cupar Health Centre
- Fort Qu'Appelle Community Health Services Centre
- Four Directions Community Health Centre (Regina)
- Grenfell Health Centre
- Long Lake Valley Integrated Facility (Imperial)
- Montmartre Health Centre
- Raymore Community Health and Social Centre (affiliate)
- Southey Health action Centre
- Whitewood Community Health Centre

A Continuum of Care:
A Diverse Range of Services

Long Term Care in the RQHR is provided by Region-owned and operated facilities and by affiliates contracting services to the Region. These include:

- All Nations' Healing Hospital Inc. (Fort Qu'Appelle) (affiliate)
- Balcarres Integrated Care Centre
- Broadview and District Centennial Lodge
- Cupar and District Nursing Home (affiliate)
- Eastern Saskatchewan Pioneer Lodge (Moosomin)
- Echo Lodge (Fort Qu'Appelle)
- Extendicare (Elmview, Parkside and Sunset) (Regina) (affiliates)
- Golden Prairie Home (Indian Head)
- Grenfell Pioneer Home
- Lakeside Home (Wolseley)
- Long Lake Valley Integrated Facility (Imperial)
- Lumsden and District Heritage Home (affiliate)
- Montmartre Health Centre
- Qu'Appelle Diocesan Housing (Regina) (affiliate)
- Regina Lutheran Care Society (affiliate)
- Regina Pioneer Village (affiliate)
- Santa Maria Senior Citizens Home (affiliate)
- Silver Heights Special Care Home (Raymore)
- St. Joseph's Integrated Care Centre (Lestock)
- Wascana Rehabilitation Centre
- Whitewood Community Health Centre
- William Booth Special Care Home (Regina) (affiliate)

Home Care Services

	2004-2005	2005-2006	2006-2007	**2007-2008***
Admissions	6,822	7,258	7,229	**7,237**
Nursing hours	79,244	85,860	88,154	**80,393**
Number of meals	48,575	45,230	39,426	**36,213**
Occupational therapy hours	5,644	6,112	6,153	**6,399**
Physical therapy hours	6,477	5,578	5,448	**6,382**
Support hours	6,549	6,025	3,729	**1,890**
Social work hours	4,116	4,099	4,215	**3,849**
Volunteer services hours	9,630	9,902	8,870	**9,849**
Home services hours	172,242	177,162	167,904	**161,837**

** Numbers for 2007-2008 are preliminary.*

A Continuum of Care:
A Diverse Range of Services

Immunization services	2004-2005	2005-2006	2006-2007	**2007-2008**
Number of doses – child health clinics	19,146	27,891	33,680	**38,184**
Number of school children immunized in school	12,537	8,552	7,365	**9,394**
Adult doses – clinical visits	1,787	2,524	2,396	**1,963**
Influenza coverage rates – people over 65 years	71%	72%	67%	**66%**
Travel clinics	9,244	8,744	8,744	**9,334**

Acute Care

Within the Region are two provincial hospitals – the Regina General Hospital and Pasqua Hospital. These hospitals serve the residents of southern Saskatchewan by providing a wide range of acute care as well as specialized services.

Acute care services include:

- Ambulatory Care Services
- Cardiosciences
- Critical Care Services
- Diagnostic imaging Services
- Emergency Care Services
- Family Medicine
- Gastroenterology and Hepatology
- Gynecology/Urology
- Internal Medicine
- Laboratory Services
- Neurosciences
- Oncology
- Orthopedics
- Palliative Care Services
- Pharmaceutical Services
- Psychiatry
- Pulmonary Function
- Renal Care
- Respiratory Care Services
- Sleep Disorders Program
- Surgical Care Services
- SWADD (System Wide Admission/Discharge Department)
- Therapy Services
  - Occupational Therapy
  - Physical Therapy
  - Speech Therapy
- Women's and Children's Health
- Neonatal Intensive Care
- Obstetrics

The Region also has seven community hospitals that provide hospital care:

- All Nations' Healing Hospital (Fort Qu'Appelle) (affiliate)
- Balcarres Integrated Care Centre
- Broadview Hospital
- Indian Head Hospital
- Moosomin Hospital
- St. Joseph's Integrated Care Centre (Lestock)
- Wolseley Memorial Union Hospital

A Continuum of Care:
A Diverse Range of Services

Hospital Care Utilization	2004-2005	2005-2006	2006-2007	**2007-2008**
Admissions	33,568	34,310	32,977	**30,314**
Average daily census	579.9	592.9	591.3	**569.0**
Average length of stay (days)	6.96	6.58	6.66	**6.50**
Births/Newborn admissions	2,877	3,106	3,171	**3,313**
Emergency visits	100,488	105,542	94,815	**92,739**
Radiology Procedures	101,156	107,439	104,916	**105,564**
Ultrasound Procedures	24,179	23,311	20,066	**22,412**
Mammography Procedures	4,091	4,475	6,413	**6,366**
Interventional Procedures	7,638	7,263	7,511	**8,384**
MRI Procedures	4,957	6,280	7,212	**7,542**
CT Procedures	43,885	47,701	61,487	**67,809**
Nuclear Medicine Procedures	8,774	8,234	7,964	**8,026**
Bone Mineral Densitometry Procedures	4,290	5,045	5,712	**5,768**
Physical therapy visits	92,312	95,627	116,128	**101,930**
Occupational therapy visits	16,006	17,790	20,168	**24,590**
Outpatient registrations	269,730	269,124	285,884	**282,527**

Acute Care Surgery	2004-2005	2005-2006	2006-2007	**2007-2008**
Total number of patients on surgical wait list	10,946	9,985	9,408	**8,616**
Pre-admission clinic visits	6,947	6,830	6,548	**6,164**
Inpatient surgery – day of admission	4,658	4,629	4,031	**3,750**
Inpatient surgery – non-day of admission	4,972	5,648	5,736	**5,474**
Outpatient surgery – operating room	9,082	10,760	10,767	**11,528**
Outpatient surgery – hospital clinic	16,627	18,192	18,241	**19,082**
Total surgeries	35,339	39,229	38,775	**39,834**

Regina Emergency Medical Services	2004-2005	2005-2006	2006-2007	**2007-2008**
Rural responses	567	556	517	**576**
Out-of-region	105	127	124	**129**
Interfacility	2,871	3,322	3,075	**3,385**
Urban responses	11,405	11,921	12,367	**13,010**
No-transport calls	4,065	4,152	4,579	**4,641**
Total calls	19,013	20,078	20,662	**21,741**

Regina EMS was 91 per cent compliant in responding to emergency situations in under 8:59 minutes in 2007-2008. The national standard for major urban centres is a compliance rate of 90 per cent.

A Continuum of Care:
A Diverse Range of Services

Laboratory Services	2004-2005	2005-2006	2006-2007	**2007-2008**
Orders placed	905,121	946,286	958,435	**1,002,589**
Tests performed	2,728,802	2,869,821	2,934,986	**3,061,187**

Concerns Registered with Client Representative	2004-2005	2005-2006	2006-2007	**2007-2008**
Number of concerns	1,089	1,488	1,913	**1,972**
Percentage of acute care patients registering a concern	3.24	1.47	2.32	**1.18**
Average time to resolve all concerns (days)	8.35	10.5	12.3	**10.2**
Average time to resolve non-complex concerns (days)	3.65	4.4	4.9	**4.6**

Rehabilitation Services

Rehabilitation Services are offered throughout the Region. These programs are designed to help children and adults who have been ill or in an accident regain their quality of life. These services include:

- Acquired Brain Injury Outreach
- Adult Rehabilitation Program
- Children's Program
- Functional Rehabilitation Program
- Prosthetics/Orthotics

Health Care Organizations

The RQHR contracts with a variety of organizations and the relationship between the Region and these health providers is an important factor in the delivery of quality health care services.

The following is a list of the organizations that received funding through the Health Region in 2007-2008:

- 615672 Saskatchewan Ltd. (Touchwood EMS)
- Autism Resource Centre Inc.
- Backlin's Ambulance Service Ltd.
- Cosmopolitan Activity Centre
- Cupar Lions Volunteer Ambulance
- Extendicare (Canada) Inc.
- Imperial & District Ambulance
- JT Ambulance Service Ltd.

A Continuum of Care:
A Diverse Range of Services

- Living Sky Ambulance
- Lumsden & Craven Seniors' Program Inc.
- Mental Health Association/Regina Branch Inc.
- Milestone Assisted Living Advisory Board
- Mobile Crisis Services Inc.
- North Central Community Association
- Phoenix Residential Society Inc.
- Pipestone Qu'Appelle Association for Community Living
- Planned Parenthood Regina
- Prairie Ambulance Care (1998) Ltd.
- Rainbow Youth Centre Inc.
- Raymore Community Health and Social Centre
- Red Cross
- Regina Community Clinic
- Regina Recovery Homes Inc.
- Salvation Army Waterston Centre
- Soo Line Ambulance
- Tisher Family Daycare
- University of Regina
- Valley Ambulance Care Ltd.

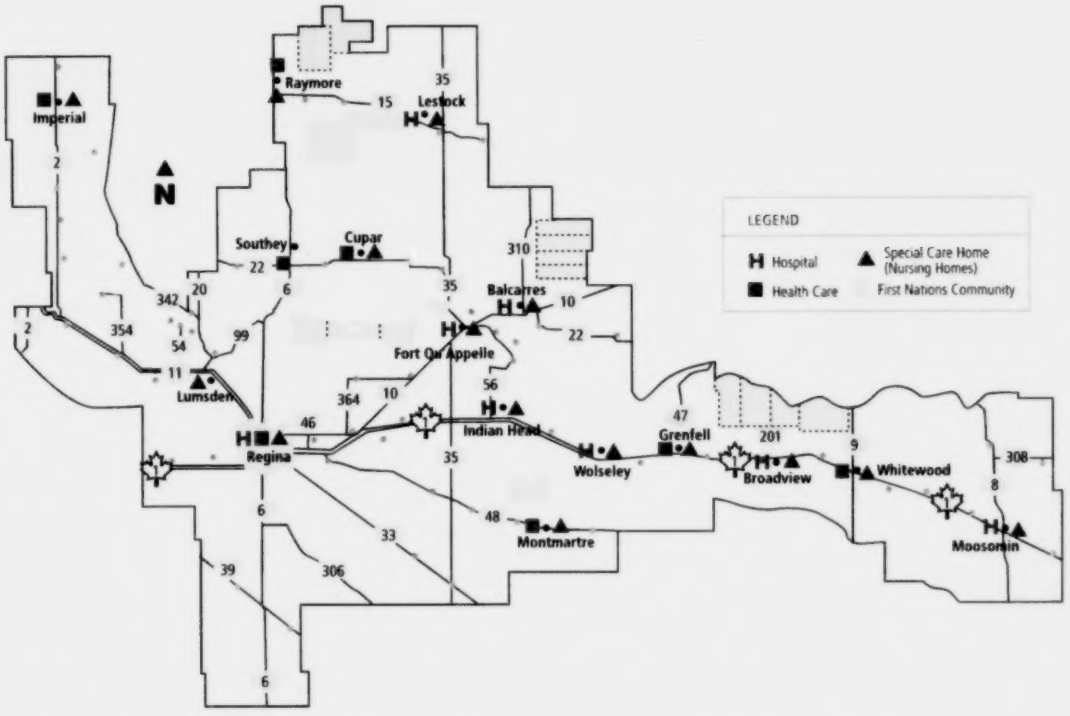
Size of Facilities

The RQHR has facilities located throughout the Region. For a list of facilities and their size, see Appendix A.

Service Access Guide

The RQHR publishes a Service Access Guide as part of both the Regina and Regina District SaskTel Phonebooks. This guide is the "Green Pages" section, which immediately follows the blue pages of government listings. The Guide outlines the institutional and community programs and services provided by the Region as well as important contact information. The Service Access Guide, as well as other information about the Region, can also be viewed on the RQHR website at www.rqhealth.ca

Our Region



The RQHR serves a vast area in the province. It has the second-largest population as well as 17 First Nations communities. It also provides specialized health care for 465,000 residents in southern Saskatchewan through the two designated provincial hospitals in Regina. It extends from as far east as Moosomin and Rocanville and includes the City of Regina and the towns of Fort Qu'Appelle, Lumsden, Balgonie, Indian Head, Raymore and Grenfell.

In 2006, the population of the RQHR was 243,767 people. There were more males than females aged 0-39. However, the number of women increased after age 39, with the oldest age group, over age 85, having more than twice the number of women as men.

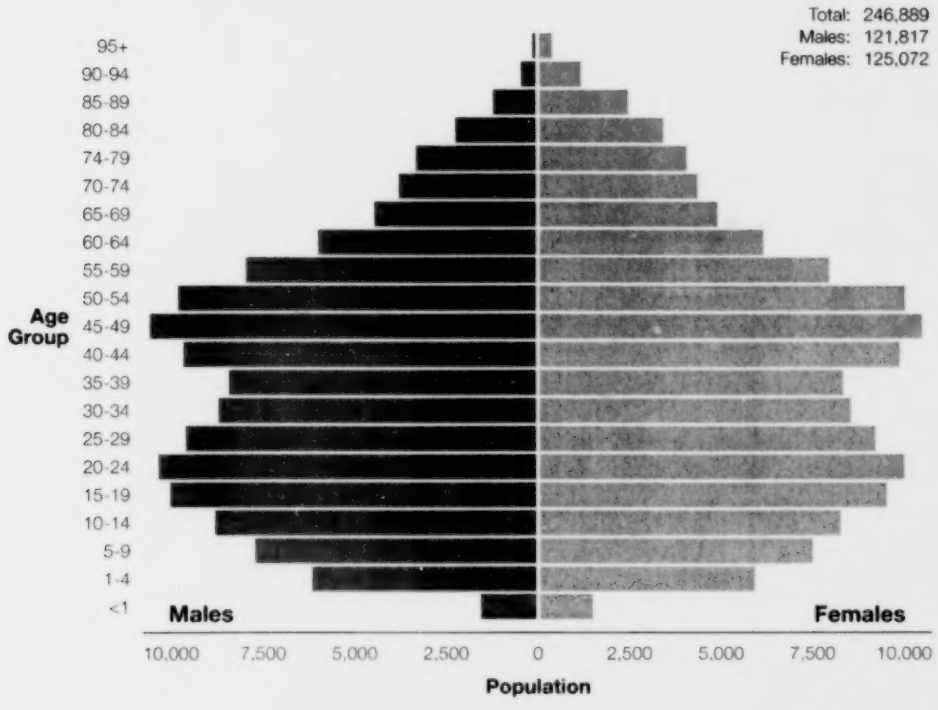
According to Statistics Canada, Saskatchewan's population has been on the rebound since the fourth quarter of 2006. Saskatchewan gained people from every part of the country and posted the strongest growth in population among the provinces during the last quarter of 2007. Saskatchewan's population has been in constant growth since April 2006. Saskatchewan had the nation's highest net inter-provincial migration rate in the last three months of 2007. In addition, Saskatchewan's net inflow from international migration was the strongest for a fourth quarter since 1979.

Our Region

The age structure of RQHR residents is changing. The fastest-growing populations are 45 to 64 years and 75 and older.

The most current data (2001) indicate that life expectancy at birth is 76.4 years for males and 81.9 years for females in the RQHR.

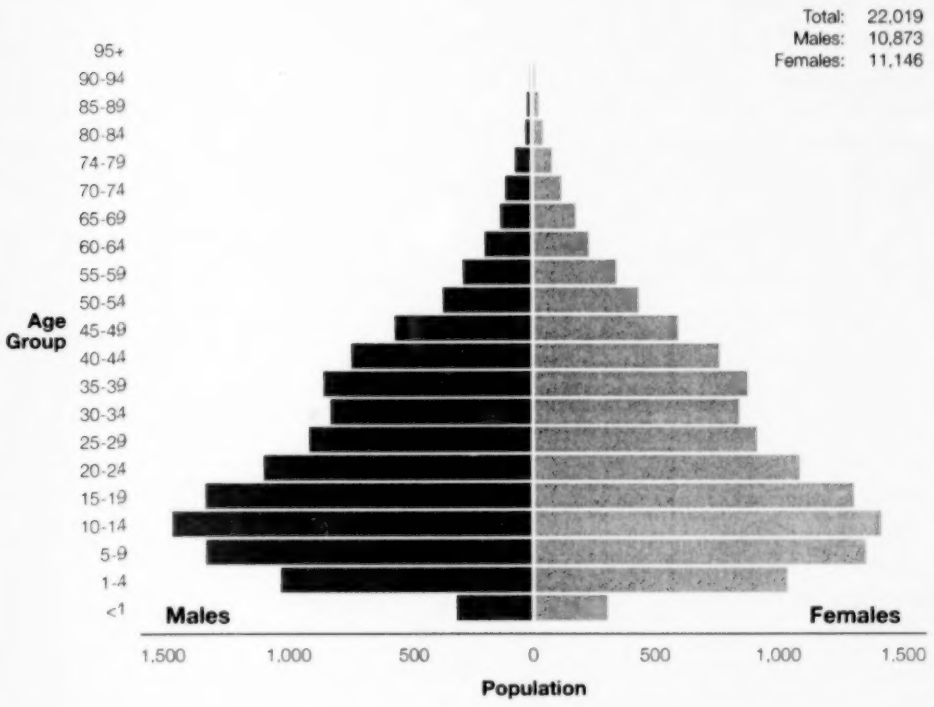
Regina Qu'Appelle Health Region Covered Population, 2007



The increase in number of older people in the Region reflects a trend throughout the developed world and poses new challenges for health systems everywhere. As people age, their use of health services generally increases.

Our Region

Regina Qu'Appelle Health Region Registered Indian Persons Covered Population, 2007



The RQHR works closely with First Nations and Métis communities to address their health issues and needs. One of the key areas of focus in delivering health services is the increasing number of young Aboriginal people.

Health Status Report

The Region's *Health Status Report* provides information on the health of the population in the RQHR. This provides not only a "benchmark" about where the health of the population stands, but also serves as a basis for future health planning in terms of recognizing diverse needs associated with demographic structure, health status, health behaviours and prevention measures and determinants of health.

For further information on the overall population that the RQHR serves, refer to the *Health Status Report: 2004* (visit www.rqhealth.ca and click on Programs and Services, then open Health Status Report: 2004).

Our Region

Factors that Influence Health Outcomes

Educational Attainment

The number of people in the RQHR that receive their high school diplomas and achieve education beyond the secondary level has increased, based on the most current information available.

Higher education increases the possibility of obtaining a living-wage job, accessing high-quality health care and living a healthy lifestyle. As well, a mother's education level can influence a child's access to health care.

In 2001, 77.5 per cent of the RQHR population aged 20 to 64 years had at least a high school education, compared to 72 per cent in the province overall. More than 21 per cent of RQHR residents in this age group had a university certificate, degree or diploma, compared to 17.3 per cent of those in the province.

Income and Socioeconomic Status

Poverty and low household income is associated with a broad range of adverse health outcomes such as reduced life expectancies, death due to violence, HIV/AIDS and chronic diseases such as diabetes. As well, poverty increases the likelihood of a person not having health insurance, using tobacco or drugs and being overweight or obese.

While the percentage of families living in poverty has reduced slightly, it continues to be an issue that affects the overall health of the Region. In 2001, 15 per cent of households in the RQHR had an annual income below the low income cut-off (Statistics Canada identification of those who are substantially worse off than average), just slightly less than the rest of the province.

In 2007, the RQHR reviewed and compared hospital discharges, physician visits and medication usage for several conditions, with low-income neighborhoods, affluent neighborhoods and all of Regina. The analysis showed that those living in low-income neighborhoods have a disproportionate burden of illness.

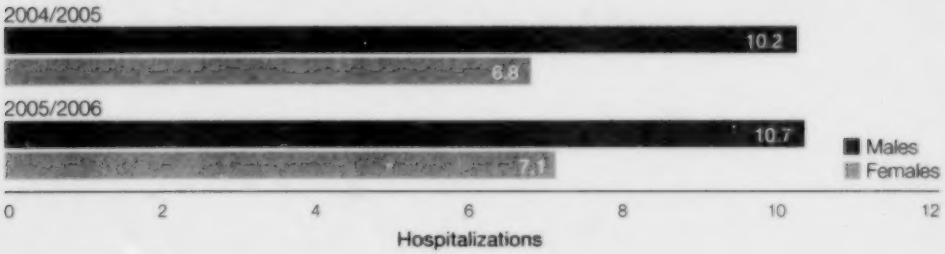
Injury Rate

Injuries are leading causes of disability and premature death and result in substantial economic loss to society and individuals. Injuries include both unintentional (accidents caused by motor vehicles, falls, fires, suffocation, drowning and poisoning) and intentional (child battering, self-inflicted injuries and assaults with firearms, knives or other objects).

Injuries are not tracked systematically unless they result in hospitalization or death. Thus, these hospital data only represent the most serious injuries among children. Intentional injuries require intervention by the police or child welfare to protect the child and prevent recurrence. Unintentional injuries or accidents are more common and are generally preventable.

Parent education on the importance of child-proofing the home; appropriate use of car seats and booster seats, seat belts, and helmets; fencing pools and yards; and safe storage of firearms can reduce the likelihood of accidents. Education and enforcement regarding safe driving practices for teenagers are also important in reducing motor vehicle injuries, a leading cause of injury among older children and teens.

Injury Hospitalization Rate Per 1,000 Population (age 0-19)



Infant Mortality

Infant mortality is a well-established measure of child health and of society's well-being. It measures the number of deaths of children under the age of one. Research shows that infants with low birth weight or pre-term delivery have a higher risk of infant death. Several factors affect infant mortality such as socioeconomic status, lifestyle behaviours, prenatal care and access to medical care.

In 2005, the infant mortality rate in the RQHR was 6.6 per 1,000 live births. During the same period, the province had an infant mortality rate of 8.3 per 1,000 live births.

Infant mortality is a key issue for the Region, which offers several programs and services that directly address this area of need: Population and Public Health Services, maternal and new parents programs, Primary Health Care initiatives as well as community development initiatives, tobacco control and nutrition services.

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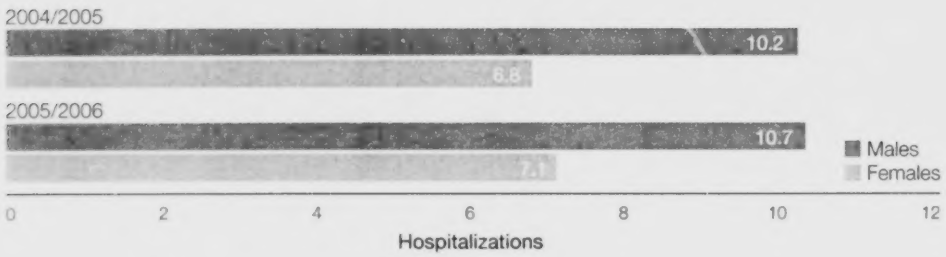

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Our Region

Self-Reported Health Status

An individual's rating of his or her own health is a fundamental measure of health status. Studies worldwide have consistently shown that self-rated health is a strong and independent predictor of subsequent illness and premature death.

The majority of RQHR residents rate their health as either very good or excellent, according to the 2005 Canadian Community Health Survey. The proportion of adults reporting very good to excellent health was 58.1 per cent for Saskatchewan as a whole.

Risk Factors for Chronic Illness

Throughout the developed world, an increasingly aging population is placing new challenges on health systems. As well, unhealthy lifestyles such as an increasingly obese population, even among young children and teenagers, present problems and significant issues for health care delivery.

One disease that can be an indicator of unhealthy lifestyle decisions is type 2 diabetes. It is a chronic disease that often results in other health conditions such as heart disease and stroke, blindness, kidney disease and lower limb amputations, but it can often be managed, and in many cases avoided, with the right lifestyle decisions.

Based on the 2005 Canadian Community Health Survey, about 5.8 per cent of the population in the RQHR, 12 years of age and over, has diabetes. The estimates are based on self-reported data, which underestimates the true prevalence of diabetes as they do not include people who are unaware that they have diabetes.

Overweight and Obesity

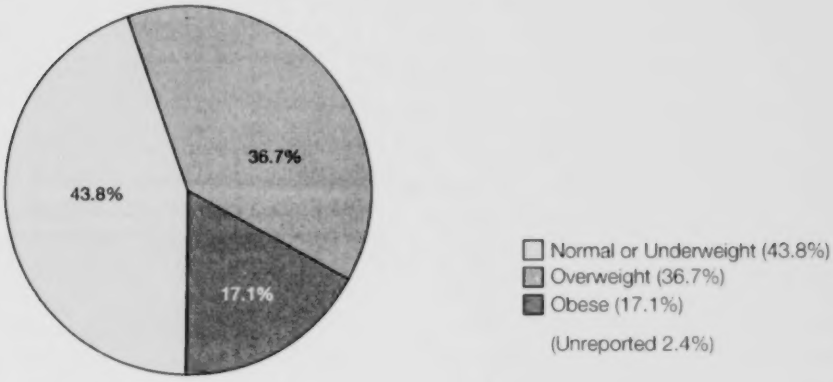
The population aged 18 years and over who are overweight or obese is increasing throughout Canada.

A series of chronic diseases are seen in people who are overweight or obese: heart disease, diabetes, strokes, high blood pressure and some cancers. The increase in obesity has been directly linked to the current and projected increase in diabetes.

In 2005, 53.8 per cent of adults aged 18 years and over in the RQHR were either overweight or obese as compared to 56.2 per cent for the province as a whole.

Our Region

Percentage of Population (age 18 to 64 years) by weight



Cigarette Smoking

Cigarette smoking is the single most preventable cause of premature death. It contributes to heart disease, stroke, chronic obstructive pulmonary disease, emphysema, cancer of the lung, larynx, mouth, esophagus, cervix, bladder, breast; and low birth-weight infants.

In 2005, the Canadian Community Health Survey indicated that 21.6 per cent of female and 22.9 per cent of male RQHR residents aged 12 years and over were current daily or occasional smokers, a decrease from 2003 when the overall rate was 24.2 per cent.

Physical Activity

The benefits of regular physical activity cannot be overstated. Regular activity reduces the risk of heart disease, stroke, high blood pressure, diabetes, colon cancer and osteoporosis. It also helps maintain healthy body weight, decrease the risk of falls and fractures, prevent back pain, reduce symptoms of anxiety and depression and enhance overall quality of life.

Contrary to popular belief, the benefits of regular activity can be achieved through everyday moderate-intensity activities like walking, housework and gardening, along with the more traditional exercise programs. To be healthy, people should be active every day. However those who have been inactive and find it difficult to be active every day will still improve their health if they maintain some regular activity.

In their leisure time, 52.7 per cent of RQHR residents were either active or moderately physically active.

Emerging Infectious Diseases: Taking Action

Pandemic Influenza

The risk of a world-wide influenza pandemic has received extensive public attention over the past few years. The RQHR has developed a comprehensive plan in the event a pandemic affects the health of people in our Region.

Starting in December 2003, Asia reported outbreaks of highly pathogenic avian influenza A (H5N1) among poultry, with cases then cited in Europe, the Middle East and Africa. In locations where H5N1 influenza has been reported, some people have become infected. Based on 2006 data, 115 cases of laboratory-confirmed influenza A (H5N1) virus infections in humans have occurred, with 79 deaths resulting.

If the virus continues to circulate widely among poultry, it increases the chances of infecting humans and other animals. Genetic mixing (reassortment) between human and avian influenza viruses could occur and create a new pandemic strain. However, to date, human H5N1 cases have almost exclusively been associated with direct exposure to infected birds or to surfaces contaminated with excretions from infected birds.

Key components of a pandemic preparedness plan include: disease surveillance; availability of vaccine and antivirals; coordination of health and emergency response; health system preparation; operation of essential community services; implementation of outbreak containment measures; and timely, accurate and effective public communication. Planning activities are continuing and are being refined in the areas of infection control and public health response measures.

West Nile Virus

West Nile Virus (WNV) is transmitted by the bite of an infected mosquito. While cases of WNV have been documented in Africa, the Middle East and parts of Europe for decades, the virus first appeared in North America in 1999.

Most people infected with WNV do not have any symptoms. About 20 per cent of people develop West Nile fever, an illness with flu-like symptoms that can range from mildly to moderately severe. Less than one per cent of people infected develop a severe disease, called West Nile encephalitis or West Nile meningitis. The risk of severe disease or death is highest in elderly persons, those with underlying chronic health conditions and/or weaker immune system.

Our Region

In recent years, WNV has received extensive public attention. Every year, public education programs are launched to increase residents' awareness of what they can do to reduce the likelihood of contracting this virus. Without an effective vaccine, the best way to prevent WNV disease depends on community-level mosquito control and personal protection against mosquito bites, such as repellents and avoiding outdoor exposure when mosquitoes are most active.

Population and Public Health Services monitors the mosquito population as well as the appearance of any positive human cases. Bird surveillance has been discontinued as it has been found that it does not assist in the management of the disease. Canadian Blood Services continues to test blood donations for the possibility of WNV. A total of 412 human West Nile Virus cases was reported in RQHR in 2007. In 2006, there was one reported case of human WNV in the Region.

2007-2008 Results at a Glance

Regina Qu'Appelle Health Region Strategic Themes:

- Promote individual and community wellness through actions addressing the determinants of health and encouraging individual and social responsibility for health.
- Strengthen the RQHR as a provincial resource and referral centre through the determination of services best delivered in our Region, Saskatchewan and in western Canada.

Saskatchewan Ministry of Health Goal:

Improved Access to Quality Health Services

- Development and implementation of strategies to increase the percentage of Saskatchewan's population having 24/7 access to a Primary Health Care (PHC) team.
- Integrated Regionally operated health centres as part of PHC teams.
- Two PHC sites were developed/enhanced in North Central Regina and the "Twin Valleys" area in the eastern part of the RQHR.
- Planning for a new PHC team at the Victoria East Medical Clinic in Regina.
- RQHR continued to identify opportunities for enhancing chronic disease prevention and management (CDPM) strategies.
- RQHR continued to be a key partner in the planning for a shared facility in North Central Regina. The facility is intended to achieve the community's vision for a safe and thriving neighbourhood.
- Ensuring timely access to surgical services is a fundamental component of the RQHR's plan to provide patient-centered care. A focus for 2007-2008 has been on providing surgical care to the longest waiting patients while working to ensure the more urgent cases are done within appropriate timeframes. Pediatric patients and patients waiting for procedures related to cancer diagnoses remain top priorities for surgical access.
- RQHR performed 20,875 surgeries, surpassing its base target of surgeries performed (20,000) by 875 cases. These volumes were achieved by maintaining expanded operating room levels at Regina General Hospital and Pasqua Hospital. An increased number of day surgeries as compared to inpatient cases was also a factor.
- Implemented Planning for increasing surgical care capacity and the development of the Ambulatory Surgery Centre.
- Implemented a Bariatric Surgical Assessment Clinic pilot program.
- Implementated provincially developed surgical pathways for total hip and total knee replacement and spine surgery.
- All modalities in Diagnostic Imaging (DI) met or exceeded patient and exam volumes in 2007-2008.

2007-2008 Results at a Glance

- Computerized tomography (CT) exam volumes increased by 10 per cent over last year.
- Increased the number of patients in Magnetic Resonance Imaging (MRI) by seven per cent over last year.
- In conjunction with the provincial work for the Radiology Information System and Picture Archiving Communication System (RIS/PACS), the RQHR has developed a local image archive, successfully storing and distributing digital images for MRI and CT.
- RQHR launched its Acute Care Access Plan in the fall of 2005. Work continued through 2006 and calendar 2007. The plan was designed to improve access to quality health services, and address issues concerning the timeliness of acute care services in the Region's two tertiary care facilities, the Regina General and Pasqua hospitals.

Regina Qu'Appelle Health Region Strategic Themes:

- Improve the health status outcomes of Aboriginal people by offering holistic service delivery, supporting traditional ways of healing, and engaging the voice of the community.
- Promote individual and community wellness through actions addressing the determinants of health and encouraging individual and social responsibility for health.
- Strengthen the RQHR as a provincial resource and referral centre through the determination of services best delivered in our Region, Saskatchewan and in western Canada.

Saskatchewan Ministry of Health Goal:

Effective Health Promotion and Disease Prevention

- Eagle Moon Health Office has been endorsed to facilitate accessibility to Elder, Healer and Ceremonial traditions for the community, with the goal of addressing the negative impacts of residential schools, which include suicide, addictions, diabetes and other high-need areas.
- Developed a Breastfeeding and Baby Friendly Initiative Policy aimed at improving breastfeeding initiation and duration rates leading to healthier outcomes for infants.
- The PPHS Nutrition Program, in collaboration with provincial partners, continues to work with the education sector to develop school food policies. In 2007, the Regina School Board established the first RQHR region-wide school food policy, resulting in 48 per cent of schools within the RQHR implementing school food policies.
- Established Food for Life community store, a community-driven partnership addressing the need for accessible, affordable nutrition in the inner city. Food for Life operates as a non-profit organization, one day per week in the Core/Al Ritchie neighbourhood, providing fresh vegetables and fruit, dairy products, meat and grain products.

2007-2008 Results at a Glance

- The *Healthy Food of the Month Program* was piloted in Grenfell in 2007 with plans for expansion to other communities within RQHR Rural East.
- Promotion of physically active communities is strengthened by working with a number of partners, including Regina in *motion*™. In 2007-2008, the communications committee promoted active living, targeting inactive adults.
- Playground Leadership Program initiated as a pilot project through partnership with PPHS, Prairie Valley School Division and South East Saskatchewan Association for Culture, Recreation and Sport. The vision is to create a safe environment that encourages physical activity in a variety of play areas through the training of youth leaders and the provision of resources for support.
- PPHS Health Promotion and Environmental Health departments played a leadership role in developing a report to further identify best practices in tobacco control. Implementation of best practices has contributed to the reduction of smoking prevalence in the Health Region.
- The RQHR Tobacco Reduction Committee is working toward collaboration with First Nations and Métis communities to implement effective and culturally sensitive tobacco reduction strategies.
- As part of the *Tobacco Control Act*, enforcement staff visits facilities throughout the RQHR. More than 99.5 per cent of restaurants and taverns, billiard halls, bingo establishments, bowling centres and casinos are complying with the Act.
- Mental Health & Addiction Services, with the guidance of a select advisory group, authored a concept paper in June 2007 for the Regina Regional Intersectoral Committee (RIC) entitled, "A Framework for Enhancing Community Well-Being: taking action on the social determinants of health." Three pillars for action were recommended: Raising Consciousness; Using a Common [policy] Lens; and Measuring Progress.
- A Generations Together workshop was held this past year that brought together 75 people from five generations of citizens in the RQHR to learn about and plan for "40 Developmental Assets" work in our community.

2007-2008 Results at a Glance

Regina Qu'Appelle Health Region Strategic Themes

- Enhance the individual experience through a work environment which fosters respect, pride, accountability and "Living Our Values."
- Enhance our performance as an academic health services organization that supports, creates and applies knowledge through research, learning partnerships and personal and professional development.

Saskatchewan Ministry of Health Goal

Retain, Recruit and Train Health Providers

- Through the Representative Workforce Program, the Region hired 61 Aboriginal employees for an overall Aboriginal representation of three per cent.
- Three key recruitment initiatives were launched in September 2007 including, the Employee Referral program, the web-based recruitment site healthycareers.ca and the International Recruitment Program.
- Hiring of 166 Internationally Educated Nurses from the Philippines and the United Kingdom.
- Attracting 95% of local nurse graduates.
- Continued support of the *Lifestyle Promotion Program* that promotes healthy lifestyle choices for employees and families.
- Increased focus on improving workplace practices to enhance employee retention.
- Provided employees with Aboriginal awareness training – 89 per cent of employees have attended.
- In 2007-2008, the region was actively involved in 140 studies.

2007-2008 Results at a Glance

Regina Qu'Appelle Health Region Strategic Themes:

- Provide appropriate, safe and trusted services within available resources

Saskatchewan Ministry of Health Goal:

A Sustainable, Efficient, Accountable, Quality Health System.

- Regional Health Authority (RHA) business meetings are held in public, and convened both in Regina and in rural areas of the Region.
- The Region's website includes notices of meetings, agendas, minutes, addresses and phone numbers of all RHA members.
- Information concerning RQHR activities is distributed regularly through the Region's internal and external newsletters.
- Three Community Advisory Networks representing communities of interest in the Region regularly provide advice and input directly to the RHA.
- Residents can view key financial information about the RQHR from the Region's website and at any of the health sciences libraries at the Regina General and Pasqua hospitals and the Wascana Rehabilitation Centre during regular business hours.
- RQHR has a process for communicating critical incidents with all key stakeholders. In 2007-2008, 100 per cent of critical incidents met timeframe for notification.
- The Region concluded the year with a surplus of $5.6 million.
- Program expenditures account for 4.9 per cent of total operating expenditures.
- Working capital ratio is .44.

2007 – 2008 Performance Results

The RQHR has established a strong strategic framework to ensure the Region continues to provide accessible and quality health services. The Region's strategic framework and the Saskatchewan government's determined focus on *"Healthy people, A healthy province"* provide the foundation for measuring progress against goals and anticipating future challenges and new directions.

In addition, the RQHR must address, on an ongoing basis, the unique needs of its different populations (e.g., seniors; young Aboriginal population) and some major physician and staff recruitment issues which can present significant challenges and funding implications.

Regina Qu'Appelle Health Region Strategic Themes:

- Promote individual and community wellness through actions addressing the determinants of health and encouraging individual and social responsibility for health.
- Strengthen the RQHR as a provincial resource and referral centre through the determination of services best delivered in our Region, Saskatchewan and in western Canada.

Saskatchewan Ministry of Health Goal:

Improved Access to Quality Health Services

Primary Health Care Services

The percentage of people living in the RQHR with geographic proximity to a primary health care team was 24.72 per cent in 2007-2008, up from 15.9 per cent in 2006-2007. The RQHR understands that improved health status of its residents and improved access to services require partnerships with communities and new approaches in providing care. The Region has set two performance targets to help realize this goal:

1. Development and implementation of strategies to increase the percentage of the population having 24/7 access to a Primary Health Care (PHC) team;
2. Integrated Regionally operated health centres as part of PHC teams.

Enhanced PHC Teams

In 2006-2007, two PHC sites were developed/enhanced in the communities of North Central Regina and "Twin Valleys" (Wolseley, Grenfell, Broadview, Whitewood, Sakimay, Cowesses, Ochapawace and Kahkewistahaw). The services and programs provided at Grenfell and Whitewood Health Centres were included as part of the Twin Valleys PHC plan. Development of these two teams continued in 2007-2008:

- Two of three approved full-time Nurse Practitioner (NP) positions for Twin Valleys were filled. A third part-time NP was hired to provide service mainly to the residents of Sakimay.

- In North Central, two new full-time NPs and additional clerical staff joined the PHC team. An Agreement was reached between the University of Saskatchewan College of Medicine, Academic Department of Family Medicine (ADOFM) and the RQHR to engage a Regina-based Family ADOFM physician at Four Directions Health Centre as a dedicated member of the North Central PHC team. Recruitment for this physician is currently underway.
- Physical expansion of North Central PHC services to 1056 Albert Street is nearly complete.
- A Chronic Conditions Nurse Educator was added to each of the Twin Valleys and North Central PHC teams.

Other Existing Teams

RQHR continued, through a grant agreement, to provide team funding to the Regina Community Clinic (RCC), including one full-time NP to enhance comprehensive PHC services provided jointly by the RQHR and the RCC to refugees arriving in Regina.

For several years, the RQHR has employed the NP working with the Academic Department of Family Medicine team in Regina. In 2007-2008, efforts to enhance support for the NP and communication between the RQHR and the ADOFM were initiated.

New Teams in 2007-2008

Planning for a new PHC team at the Victoria East Medical Clinic in Regina was completed. Recruitment for one NP employed by the RQHR, and assigned to the Victoria East practice is currently underway.

New Teams in 2008-2009

A request for funding has been submitted to Primary Health Services Branch, Ministry of Health, for a PHC team at the Broad Street Clinic in Regina. Planning with the Clinic is underway.

Funding has been approved for a satellite PHC team for Indian Head and surrounding communities. NPs hired on a casual basis have been providing occasional temporary support for the community and the one local family physician, while recruitment for a full-time NP and second family physician is underway. Detailed planning with community representatives and contract negotiations with the local physician are about to begin.

Other PHC Developments

Urban and rural PHC managers were hired and are responsible for the implementation and ongoing operation of PHC teams.

2007 – 2008 Performance Results

RQHR continued to be actively involved in the information technology project involving the selection of a single software solution to be used by PHC providers throughout the province.

RQHR continued to identify opportunities for enhancing chronic disease prevention and management (CDPM) strategies.

- In Twin Valleys, planning continued for CDPM services focused on diabetes and renal disease.
- A Chronic Disease Prevention and Management Strategy Development Consultant was hired to develop a comprehensive strategy for RQHR chronic disease prevention and management services.
- As part of the RQHR Access Strategy, an Ambulatory Care Sensitive Conditions project was identified.
- An RQHR "Populations with Chronic Conditions" continuous quality improvement team was struck for 2008 accreditation by the Canadian Council on Health Services Accreditation. This team and/or its sub-committees will continue to meet to support the development of the RQHR CDPM Strategy and the Ambulatory Care Sensitive Admissions Project.
- "Live Well with Chronic Conditions," a lay volunteer-led self-management program continued to run in both Regina and rural parts of the RQHR.
- RQHR remained actively involved in the Health Quality Council's Chronic Disease Management Collaboratives and Clinical Practice Redesign School.

RQHR continued to be a key partner in the planning for a shared facility in North Central Regina. The facility is intended to achieve the community's vision for a safe and thriving neighbourhood by bringing together partners including the public school division, City of Regina, Regina Public Library and others.

Funding to support the integration of pharmacists into PHC teams was provided by the Ministry of Health. RQHR will work closely with Primary Health Services Branch in the upcoming months on an implementation strategy.

Surgical Access

Ensuring timely access to surgical services is a fundamental component of the RQHR's plan to provide patient-centered care. As part of its mission of meeting the diverse needs of its communities, the RQHR continues to focus on providing surgical care to the longest-waiting patients while working to ensure the more urgent cases are done within appropriate timeframes. Pediatric patients and patients waiting for procedures related to cancer diagnoses remain top priorities for surgical access.

2007 – 2008 Performance Results

To achieve these goals, the RQHR is targeting the following measures of success:

1. Maintained or increased volumes of surgeries performed throughout the fiscal year.

2. Continued reduction in the overall number of patients waiting for surgery.

3. Continued reduction in the number of "urgent" patients waiting.

4. Continued reduction in the number of patients waiting over 18 months.

In 2007-2008, the RQHR performed 20,875 surgeries in the operating room, surpassing its base target of surgeries performed (20,000) by 875 cases. These volumes were achieved by maintaining expanded operating room levels at Regina General Hospital and Pasqua Hospital. An increased number of day surgeries as compared to inpatient cases was also a factor.

The continued emphasis on addressing the needs of surgical patients throughout the year resulted in a reduction of the number of patients waiting from 9,101 (as of March 31, 2007) to 8,453 (as of March 31, 2008), a total of 648 patients.

The percentage of priority surgical cases performed within Saskatchewan's target time frames in the 2007-2008 fiscal year were: 48 per cent (level i), 32 per cent (level ii), 49 per cent (level iii), and 83 per cent (level iv).

To further improve access in the RQHR, a range of several interrelated initiatives will be required. Recruitment and retention of nursing staff and anesthetists will continue to be a priority. In addition, surgical care initiatives include:

1. Implementation planning for increasing surgical care capacity and the development of the Ambulatory Surgical Centre

2. Implementation of a Bariatric Surgical Assessment Clinic pilot program.

3. Implementation of provincially developed surgical pathways.

   a. Total Hip and Total Knee Replacement

   b. Spine Surgery

4. Continued redesign of OR scheduling processes, including the management of recommended changes.

5. Participation in the Provincial Surgical Information System implementation planning.

The RQHR will develop consistent mechanisms to track and report progress and effectiveness of these initiatives as they are implemented throughout the fiscal year.

2007 – 2008 Performance Results

Diagnostic Imaging

When compared to 2006-2007, all modalities in Diagnostic Imaging (DI) met or exceeded patient and exam volumes in 2007-2008. Successful recruitment efforts in ultrasound resulted in new staff early in 2008 and allowed a 12 per cent increase in exam volumes over last year. Wait times for some specific ultrasound procedures continue to be a concern. DI is a fundamental diagnostic tool impacting on the flow of patients through the Emergency Department. This is particularly true with respect to Ultrasound and Computed Tomography (CT).

The demand for CT examinations continues to increase year-over-year, and while we consistently meet or exceed capacity and accountability targets, we are at the limit of our CT capacity and, over time, these volumes are not sustainable with existing equipment. We will upgrade our oldest CT soon, but to keep pace with increasing demand and new applications for CT, we will require a fourth CT to be located at the Pasqua Hospital.

We continue to increase volumes (7 per cent increase in patient volumes over last year) to meet our capacity and accountability targets. Waitlists have been significantly reduced over the past year and waiting times for MRI have decreased. The age of our first MRI is having an impact on volumes due to increasing downtime for repairs. We have reviewed current capacity, booking processes, waitlists, and benchmark references in other comparable settings, with an intention to continue increasing capacity and access to MRI. Actions to date include: increasing hours of the second MRI by adding weekend shifts, modifying scheduling processes to decrease no-shows, gathering data from other multiple MRI sites for throughput benchmarking.

Interventional Radiology conducted 11 per cent more procedures than last year as we continue to provide interventional services in an outpatient setting that allows many patients to avoid surgery. Cardiac CT continues to develop in the RQHR as we become a referral site for the province and our Manitoba neighbours and a reference site across Canada and North America with our vendor.

In conjunction with the provincial work being done for the Radiology Information System and Picture Archiving Communication System (RIS/PACS), the Department has developed a local image archive, successfully storing and distributing digital images for MRI and CT.

Although a drop in ultrasound throughput was experienced in 2006-2007 due to staffing shortages, the number of procedures in 2007-2008 increased by 12 per cent from the prior fiscal year. The ultrasound waitlist, particularly for vascular procedures, increased as a result of 2006-2007 delays but it is anticipated that recruitment efforts resulting in full sonographer staffing will allow significant reductions in wait times by the end of 2008-2009.

2007 – 2008 Performance Results

Acute Care Access Plan

The Regina Qu'Appelle Health Region launched its Acute Care Access Plan in the fall of 2005. Work continued through 2006 and calendar 2007.

The plan was designed to improve access to quality health services, and address issues concerning the timeliness of acute care services in the Region's two tertiary care facilities, the Regina General and Pasqua hospitals.

The aims of the plan were to:

- Improve system capacity through effective utilization of acute care beds, and increase bed capacity where human and financial resources permitted.
- Improve access to surgery through expanded system capacity, and more effective utilization of existing resources.
- Enhance the effectiveness of Emergency Departments through improved emergency processes, and more appropriate utilization of emergency facilities and services.
- Improve the capacity and effectiveness of the system by examining the roles of physicians in acute care settings, and supporting best practices.
- Improve the overall capacity of the system through enhanced community alternatives and capacity.
- Increase effectiveness and overall system capacity by standardizing and enhancing discharge practices.
- Improve overall capacity for diagnostic services through rationalization of services, and through targeted service improvements and redesign.

Given the complex and integrated nature of the Region's health delivery system, it was recognized that no one "magic solution" existed to resolve the multitude of access-specific issues facing the system. In fact, nothing short of a coordinated, multifaceted and system-wide approach would be able to create and sustain the change needed to truly improve access to services. Reflecting this approach, a leadership steering committee drove 10 projects over the course of its two-year existence. Each project was designed to impact a specific part of the system related to the aims of the plan, yet a coordinated approach ensured that efforts supported each other and remained focussed on the objective of improving access.

Through the dedicated efforts of medical professionals, other health care providers and administrators, the Access Plan achieved its objective of improving access to services. Several success stories and breakthroughs can be attributed to the focussed efforts of teams that managed various access projects. For example, improvements in diagnostic imaging capacity have seen dramatic increases in both the number of patients who receive CT services and the number of CT exams conducted over the period of the Access Plan.

2007 – 2008 Performance Results

The Access Plan provided a rich environment for collaboration, cooperation and learning. From this experience, the Region is well-positioned to continue its focus on existing challenges, as well as addressing new access-specific issues (see page 56 for an outline of new acute care access initiatives).

Regina Qu'Appelle Health Region Strategic Themes:

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- Strengthen the RQHR as a provincial resource and referral centre through the determination of services best delivered in our Region, Saskatchewan and in western Canada.

Saskatchewan Ministry of Health Goal:

Effective Health Promotion and Disease Prevention

Creating Supportive Environments

The emphasis on healthy communities and healthy people in the vision statements of both the Ministry of Health and of the RQHR supports the importance of effective health promotion and disease prevention. In addition, one of the key areas of primary health care is provision of services in the community where people live and work, focusing on health promotion and disease prevention. As outlined in the previous section, the RQHR has several initiatives in place or planned that address the need for integrated community-based health service delivery.

Creating supportive environments where people will find it easier to take positive action for their health is essential for disease prevention. To reach this goal, activities must be in place that address the following key strategies:

- Improvement of health status through supporting individuals and communities in taking responsibility for their own health through service redesign.
- Improve the health status and outcomes of Aboriginal people by offering holistic service delivery, supporting traditional ways of healing and engaging the voice of the community.

Partnerships both within the RQHR as well as the community are key in developing programs that effectively address health promotion and disease prevention. During the past year, the RQHR developed several initiatives as a result of such partnerships, including those following.

First Nations and Métis Health Initiatives

The Health Region's Eagle Moon Health Office (EMHO) has the prime responsibility for providing support to the service providers within the RQHR to help improve their knowledge of how to better position their programs to engage Aboriginal people, researching new methodologies to assist in moving towards the RQHR's goal and maintaining strong linkages with the external Aboriginal communities.

2007 – 2008 Performance Results

Increasing the knowledge of Aboriginal health issues within the RQHR remains a priority, and activities continue to be focused on high-need areas such as diabetes, women's and children's health, mental health and addictions, home care and primary health care. These health care services throughout the RQHR are actively engaged in considering how to adapt their service delivery model to better encourage Aboriginal people to access their services. In addition to this work, the Eagle Moon Health Office has been endorsed to facilitate accessibility to Elder, Healer and Ceremonial traditions for the community, with the goal of addressing the negative impacts of residential schools. These include suicide, addictions and diabetes and the other high-need areas previously mentioned. Work has recently begun in this area in an effort to improve the accessibility of health services and to develop healing opportunities for this community.

Progress continues to be made in building internal and external relationships, including those with First Nations and Métis knowledge-keepers. The Eagle Moon Health Office has collaborated with community organizations, Métis groups and First Nations for healing gatherings that have assisted hundreds of Aboriginal people in working towards a balanced lifestyle and holistic health.

Ongoing communication with employees through various communication channels and scheduled events with First Nations and Métis communities have also assisted with improving employees' awareness and understanding of Aboriginal culture and barriers to good health. Communications also address the need for Aboriginal people to have access to culturally relevant ways that are based on the principle of holism.

Population and Public Health Services

Population and Public Health Services (PPHS) has accountability for leading Regional health promotion initiatives in alignment with the Ministry of Health's 2004 provincial strategy, *"Healthier Places to Live, Work and Play… A Population Health Promotion Strategy for Saskatchewan."* This strategy identifies four priority areas for health promotion, including accessible nutritious foods, active communities, decreased substance use/abuse and mental well-being. PPHS delivers community programs and services in these areas through collaboration and partnerships. These alliances work to strengthen community capacity and create environments that support healthier choices. In the past year, PPHS, in collaboration with internal and external partners, has built upon existing health promotion work to further meet the needs of community.

Accessible Nutritious Foods:

The Baby Friendly™ Initiative

The Breastfeeding and Baby Friendly Initiative Policy aims to improve breastfeeding initiation and duration rates leading to healthier outcomes for infants. Both provincial and regional committees form the structure to support this work. Regional committees consist of internal and

external members who are working toward Baby Friendly Initiative designation in regional hospitals and communities by 2012 and also work to ensure that supports are in place to facilitate the implementation of internationally recognized breastfeeding standards.

Food and Nutrition Policy

The PPHS Nutrition Program, in collaboration with provincial partners, continues to work with the education sector to develop school food policies. They are also involved in the School Food Policy Health Promoter Indicator Project that tracks the number of schools with food policies at regional and provincial levels. In 2007, the Regina School Board established the first RQHR region-wide school food policy, resulting in 48 per cent of schools within the RQHR implementing school food policies as compared to 4.3 per cent in 2006. In addition, the Nutrition Program provides representation on the recently established Regional Food and Nutrition Committee whose goals are to develop a policy framework and begin with a staged implementation for 2008.

Food Security

Food security exists when all people at all times have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preference for an active and healthy life.

An outcome of PPHS representation on The National Advisory Committee (NAC) on Food Security Projects was the 2006 train-the-trainer sessions on food security held in Saskatchewan. Attendance by RQHR community members at these sessions contributed to the formation of the Food for Life community store, a community-driven partnership addressing the need for accessible, affordable nutrition in the inner city. Food for Life operates as a non-profit organization, one day per week in the Core/Al Ritchie neighbourhood, providing fresh vegetables and fruit, dairy products, meat and grain products.

PPHS promoted an increase in access to nutritious foods by working collaboratively with grocery stores to feature one healthier food option each month. The *Healthy Food of the Month Program* was piloted in Grenfell in 2007 with plans for expansion to other communities within RQHR Rural East.

Active Communities

Promotion of physically active communities is strengthened by working with a number of partners, including Regina in *motion*™. PPHS provides representation on several committees including the preschool, workplace, older adult and communications committees. The Preschool Committee has developed a comprehensive strategy, one major component of which is to work with the Ministry of Education to add physical activity as a standard in the licensing process. Preschool facilities that meet the standards will be designated as in *motion*™. This year, the

communications committee promoted active living, targeting inactive adults. There were bus boards to promote SummerActive, and the Regina in *motion*™ website and on-screen advertisements at the Rainbow Cinema.

The Playground Leadership Program started in 2006-2007 as a pilot project initiated through partnership with PPHS, Prairie Valley School Division and South East Saskatchewan Association for Culture, Recreation and Sport. The vision is to create a safe environment that encourages physical activity in a variety of play areas through the training of youth leaders and the provision of resources for support. The program provides interactive leadership training for students in grades 6, 7 and 8 who are then responsible for running an active playground program at their school. Eighteen schools participated this year, compared to eight in the first year of implementation.

Decrease Substance Use/Abuse

Tobacco Control:

PPHS Health Promotion and Environmental Health departments played a leadership role in developing a report to further identify best practices in tobacco control. The outcome is the Saskatchewan Coalition for Tobacco Reduction report, *"Building on Successes: Reducing Tobacco Use in Saskatchewan, 2008-2010,"* soon to be released. Implementation of best practices has contributed to the reduction of smoking prevalence in the Health Region, with the percentage of smokers in the Region at 21.6 per cent of females and 22.9 per cent of males, the second lowest percentage of all health regions in the province. Work continues on the promotion of smoke-free workplaces. Campaigns to educate the public and provide information on progress in tobacco control run during National Non-Smoking Week in January, and on World No Tobacco Day, May 31st.

The RQHR Tobacco Reduction Committee is working toward collaboration with First Nations and Métis communities to implement effective and culturally sensitive tobacco reduction strategies. Partnerships are also being developed to promote understanding of the contraband issue – illegally obtained untaxed tobacco, a growing problem which undermines one of the most effective best practices – tobacco taxation policy. PPHS also provides information on dealing with the impact of second-hand smoke in multi-unit dwellings and assists residents with smoking cessation resources and support.

As part of the *Tobacco Control Act*, enforcement staff visits facilities throughout the RQHR, particularly restaurants and taverns, billiard halls, bingo establishments, bowling centres and casinos. During routine facility inspections or investigation of complaints in a public place (not related to tobacco) Public Health Inspectors ensure owners/operators/managers are complying with the *Tobacco Control Act*. If a facility is not in compliance, the public health inspector follows up until compliance is achieved. Approximately 97 per cent of restaurants and taverns, billiard halls, bingo establishments, bowling centres and casinos are complying with the Act.

2007 – 2008 Performance Results

Mental Health and Additions Services

Taking Action on the Social Determinants of Health

Healthy communities are the result of fully integrated, high-level efforts, cooperatively conceived and implemented, tied together by a joint accountability that both links and transcends individual jurisdictions and sector mandates. Towards this end, Mental Health & Addiction Services, with the guidance of a select advisory group, authored a concept paper in June 2007 for the Regina Regional Intersectoral Committee (RIC) entitled, "A Framework for Enhancing Community Well-Being: taking action on the social determinants of health." Three pillars for action were recommended: Raising Consciousness; Using a Common [policy] Lens; and Measuring Progress. The paper was accepted by the RIC and the Regina Qu'Appelle Regional Health Authority as the logical direction to go, if we really want to improve the social determinants in our community. A great deal of interest from across the country has been generated by this paper and the RQHR's approach to high level, collective change processes.

This spring, a second concept paper was authored that sets out more definitive steps that can be taken in the next year to get this agenda rolling. In 2008-2009, it will be refined and presented to the RIC and other entities to secure committed support for its implementation. It represents an exciting and vital course of action towards our community's health and well-being, continued growth and long-term sustainability.

40 Developmental Assets Initiatives

Building resiliency in youth is the goal of an ongoing and growing initiative sponsored by the RQHR along with the Regina Alliance of Asset Champions, a coalition of different sectors, agencies and individuals. The alliance supports the 40 Developmental Assets, a concept developed by the Search Institute in Minneapolis that focuses on building strength in children, youth and the community.

A Generations Together workshop was held this past year that brought together 75 people from five generations of citizens in the RQHR to learn about and plan for assets work in our community. It was an exciting day facilitated by a Search Institute trainer, Shelby Andress. From here, an action plan for our Region is being developed.

Public Service Announcements on the developmental assets for television, radio and the print media are about to be focus-tested. The RQHR has been working with Global Television to produce this series. The focus will be on engaging adults, through simple, powerful acts, to live the assets message: Simple acts make a big difference; Be the change!

2007 – 2008 Performance Results

Regina Qu'Appelle Health Region Strategic Themes

- Enhance the individual experience through a work environment which fosters respect, pride, accountability and "Living Our Values."
- Enhance our performance as an academic health services organization that supports, creates and applies knowledge through research, learning partnerships and personal and professional development.

Saskatchewan Ministry of Health Goal

Retain, Recruit and Train Health Providers

People are our passion. By putting people first we are able to achieve our mission and fulfill our vision through a service environment built on mutual respect, collaboration and teamwork.

Living our Values

Living Our Values is a key element of the culture change process that the RQHR is seeking to achieve. Our employees have an extraordinary range of opportunities for touching the lives of others. Each time we interact with others we define who we are and what we stand for. By articulating our values through our everyday actions, we demonstrate the exceptional quality of our employees and our organization.

The RQHR *Living Our Values* brochure provides details on how RQHR employees can incorporate the organization's values into everyday actions. It outlines the expected standard of conduct and is used in conjunction with existing policies, procedures and protocols. The brochure is a tool that is used to initiate meaningful conversations with employees to shape and influence workplace conduct. Managers guide the implementation and transformation process by using the *Living Our Values* brochure to:

- Create employee awareness and enhance understanding of our values.
- Identify ways to incorporate our values into everyday actions.
- Bring the values to life in their work environments.
- Build an understanding of the role that the values play in the employee and patient/client/resident experience.
- Provide clear guidance on expected standards of conduct.
- Set performance objectives when assessing employee performance.

Recruitment

Recruiting and retaining a sufficient supply and appropriate mix of health care professionals is vital to ensuring a sustainable quality service. With changing demographics and growing competition for talent in a competitive labour market, rigorous efforts are required to attract and retain skilled health care professionals.

2007 – 2008 Performance Results

The RQHR local recruitment campaign has had great success, attracting 90 per cent of local nurse graduates. Each registered nurse graduate is offered full-time employment, subject to meeting the necessary qualifications.

The RQHR has participated in many recruitment events and career fairs locally and nationally. In the past year, efforts to attract applicants have proven more effective than in previous years. The Region's unprecedented marketing campaign generated more inquiries, applications and successful hires.

Three key recruitment initiatives were launched in September 2007 including, the Employee Referral Program, the web-based recruitment site healthycareers.ca and the International Recruitment Program.

Three successful trips overseas generated the hiring of 166 Internationally Educated Nurses from the Philippines and the United Kingdom. By the end of the March 2008, twenty-one international nurses were settled in Regina. Partnerships with the Regina Open Door Society and the Philippine Community were instrumental in providing support for successful integration into the community.

In addition to the Registered Nurse/Registered Psychiatric Nurse (RN/RPN), the other most difficult positions to recruit have been identified in the following professional groups, Licensed Practical Nurse (LPN), Medical Radiology Technologist, Pharmacist, Respiratory Therapist, Sonographer, Biomedical Engineering Technologist, Physical Therapist, Orthotist and PHD Psychologist.

Retention

The retention plan recognizes the importance of individuals being attracted to the organization and wanting to stay because there is support in becoming confident, competent care providers. Elements of the plan include: partnerships and community connections, workplace readiness and individual readiness.

The Retention Plan is developed based on research that shows there are five key inter-linked factors that contribute to successful retention. The five factors are:

Recruitment	• Sourcing (the way you find/locate potential candidates), • Hiring (the quality of the hiring-for-fit process),
Retention	• On-Boarding (orientation), • Training and Development (supporting individuals to confident, competent practice levels), and • Relationships (quality of relationship with the manager and the team)

2007 – 2008 Performance Results

Lifestyle Promotion Program

The RQHR Employee Lifestyle Promotion Program promotes healthy lifestyle choices for employees and their families (e.g., smoking cessation, healthy eating, physical activity). The expected program outcome is that employees will maintain positive active lifestyles, creating a healthier workforce and community. The results and success of the program are measured in improved attendance, reduced injury rate and an increase in the positive ratings in the employee survey.

Representative Workforce Program

Through the Representative Workforce Program (for the period April 1, 2007 to March 31, 2008) the Region hired 61 Aboriginal employees for an overall Aboriginal representation of three per cent (hiring statistics do not include the Affiliated Agencies). Myths and misconceptions training was attended by 2,340 employees. Overall, 89 per cent of the Region's employees have now taken the training. These initiatives are a direct result of the partnership agreement the Region has with the Ministry of First Nations and Métis Relations, SAHO, all of the health care unions and the affiliated agencies. The Representative Workforce Program also works closely with the Eagle Moon Health Office to ensure participation in community events and planning.

Hiring of Individuals from Designated Groups

Currently the workforce, including affiliated employees, is composed of:

- Three per cent Aboriginal, compared to 14.9 per cent of the provincial population and 8.9 per cent of the Regina population.
- Five per cent visible minority, compared to 3.6 per cent of the provincial population and 7.0 per cent of the Regina population.
- Two per cent disabled, compared to 16.7 per cent of the provincial population.

Aboriginal Awareness Training

Awareness training fosters a positive and supportive climate, while integrating Aboriginal people into the workforce. The strategy to provide all employees with Aboriginal awareness training means 89 per cent of the employee population has received the training. Aboriginal awareness training is provided to new employees during their orientation.

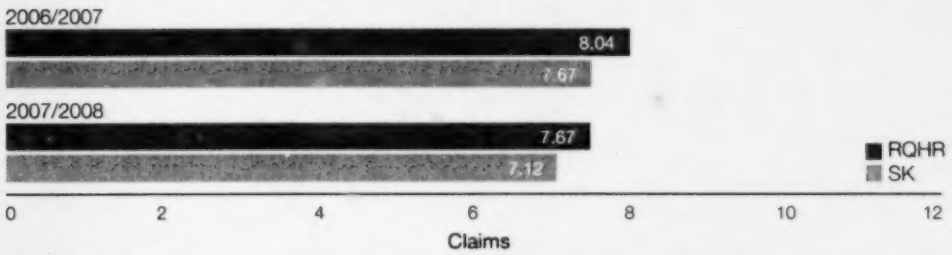
2007 – 2008 Performance Results

Investing in Safety

Special funding from the Saskatchewan government to purchase safety equipment and provide training aimed at reducing workplace injuries was used to initiate the Pathway to Zero Patient Lifting and Transferring Equipment and Training initiative. Distribution of funds within the RQHR is linked to a commitment to establish and sustain a culture of safety within the work unit requesting the funds. The safety equipment includes electric beds, bariatric equipment, ceiling lift tracks, sit-stand lifts and stretchers. The most frequent type of injuries in the work place continues to be from lifting, transferring and repositioning actions. Forty-nine per cent of the back injuries reported were directly attributed to these actions.

Needle stick injuries and other sharps-related injuries can expose workers to blood borne infections that are potentially life threatening. New regulations aimed at protecting health care workers from sharps-related injuries came into effect in October 2005. The regulations mandated the use of safer needles. Since 2005, there has been a 48 per cent reduction in the number of hollow-bore needle punctures. Overall, there was a reduction in blood and body fluid exposure by 23 per cent in 2007 over 2006.

Number of lost-time WCB claims per 100 FTEs



The number of lost-time Workers' Compensation Board (WCB) Claims per full time equivalent (data source: Saskatchewan WCB) compared to the provincial number.

The RQHR lost-time claims per 100 full time equivalent (FTE) positions reduced slightly when compared year to year. The number of claims overall for the Region are higher than the provincial benchmarks in both 2006-2007 and 2007-2008. The numbers of claims have steadily reduced in the past three years.

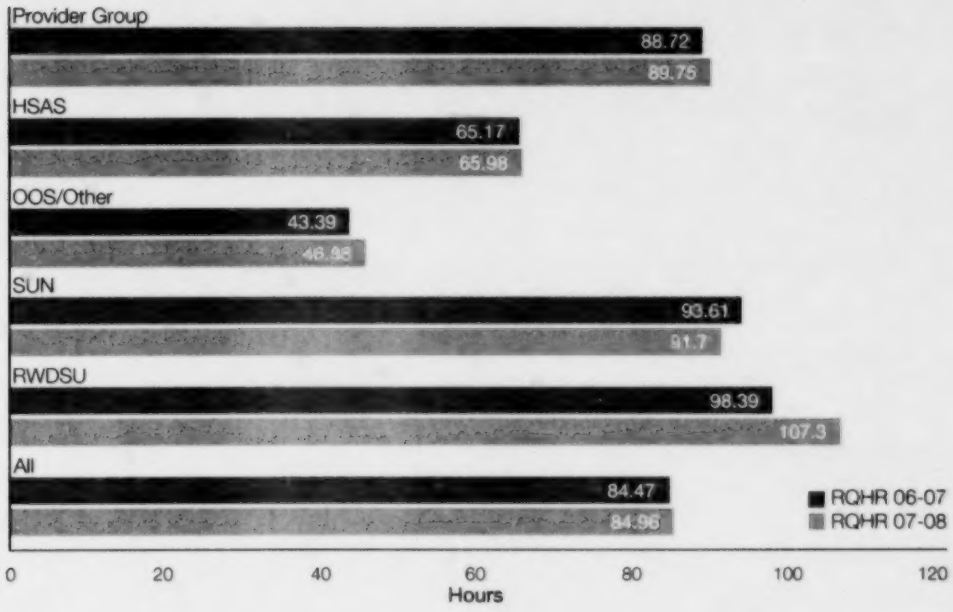
Quality Work Environment

The RQHR has several initiatives in place that enhance the health, safety and quality of the work environment for employees. Influenza vaccinations continue to be offered to people working in the Health Region. Along with good infection control techniques, the vaccination further protects

the safety of employees, patients, clients and residents. The percentage of employees receiving the vaccination in the past fiscal year reached 41.4 per cent. Public education initiatives continue every year during influenza season to increase the rate of employee participation. The use of mobile carts to carry the vaccine to employees in their work stations provided easier access for receiving the vaccine. This initiative contributed to the 4.5 per cent increase in staff influenza vaccination over last year.

The Attendance Support Program recognizes that a productive and healthy workforce is vital to the delivery of health services. The goal of the Attendance Support Program is to enhance attendance by supporting employees to be at work, stay at work or return to work on a timely basis consistent with the individual's abilities and restrictions. Since the implementation of the Attendance Support Program, an increase in attendance has been experienced over the past four years.

Number of sick leave hours per FTE



The total number of hours employees absent from work due to illness or injury per full time equivalent by affiliation.

Overall, the RQHR had a slight increase in sick leave hours per FTE in comparison to last year. There was a decrease in sick leave hours for employees affiliated with SUN. Three other groups including the provider group, HSAS, and OOS/other saw a slight increase.

2007 – 2008 Performance Results

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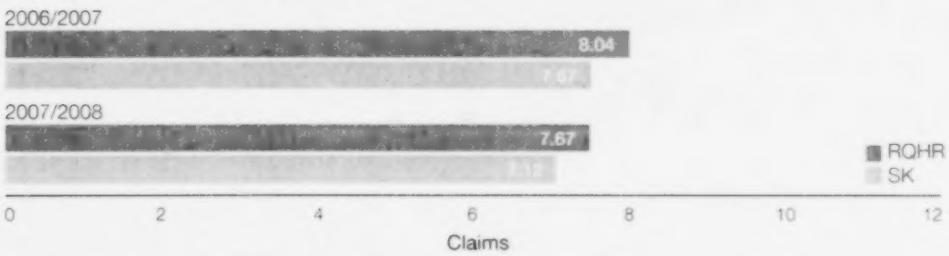

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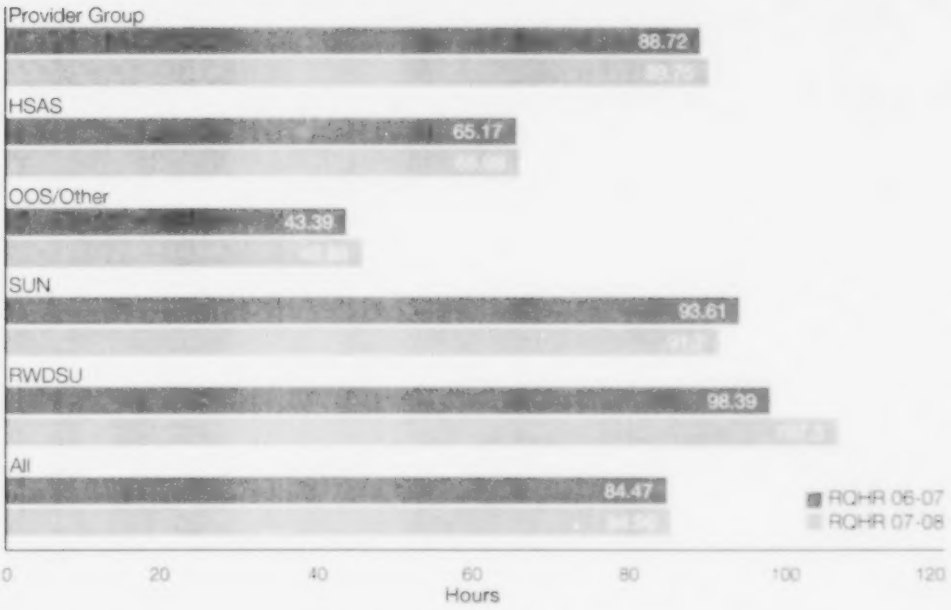

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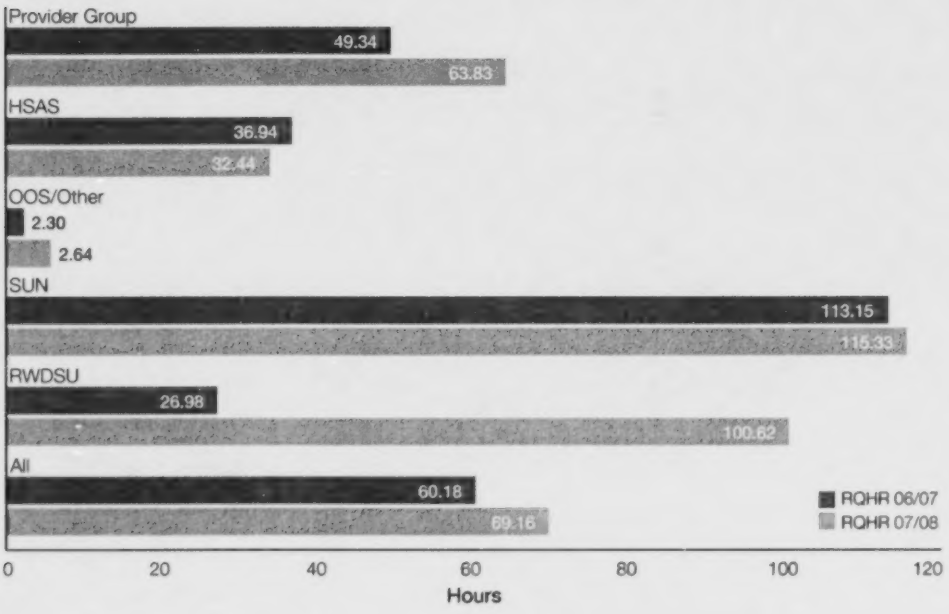
2007 – 2008 Performance Results

The Conflict to Collaboration Program, a partnership with Saskatchewan Justice, Dispute Resolution Office, provides employees with the tools to effectively resolve conflict in the workplace.

The Fit Club provides employees with an opportunity to exercise and maintain physical fitness through various fitness programs offered within the Region. From "total body workout" classes to "stretch and relax" classes, there is something for everyone. The Employee Fitness Center located at WRC and RGH offers an array of fitness equipment for cardio and strength training.

Other ongoing initiatives of the RQHR include: Respiratory and Personal Protection Program, Infection Control and Outbreak Planning, Back Management Program, Employee and Family Assistance Program, and Personal and Professional Development.

Number of over-time & other premium hours per FTE

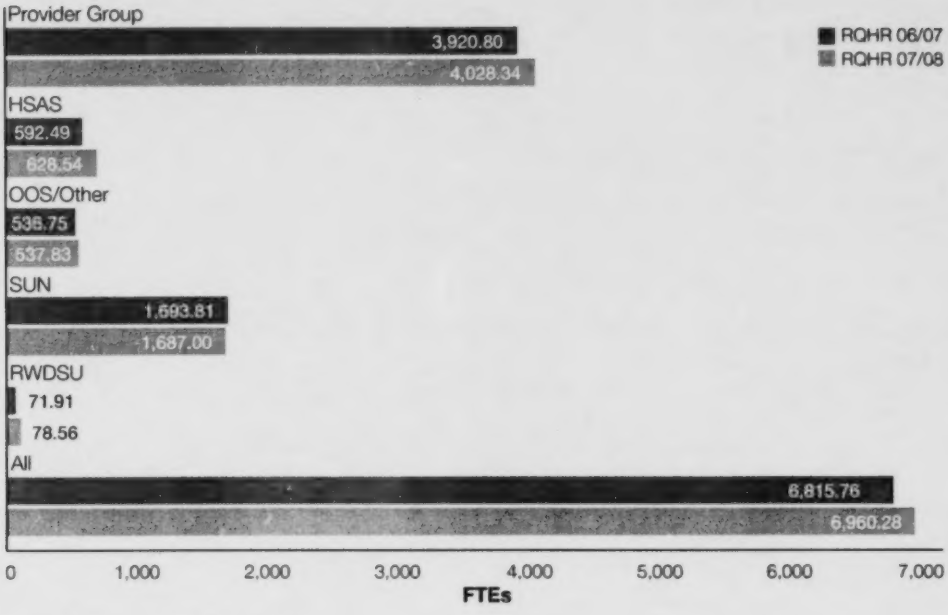


The hours per FTE that a premium (overtime and other) was paid by affiliation.

The highest premium hours occurred among SUN employees (Registered Nurses), with increased hours for all groups except HSAS.

2007 – 2008 Performance Results

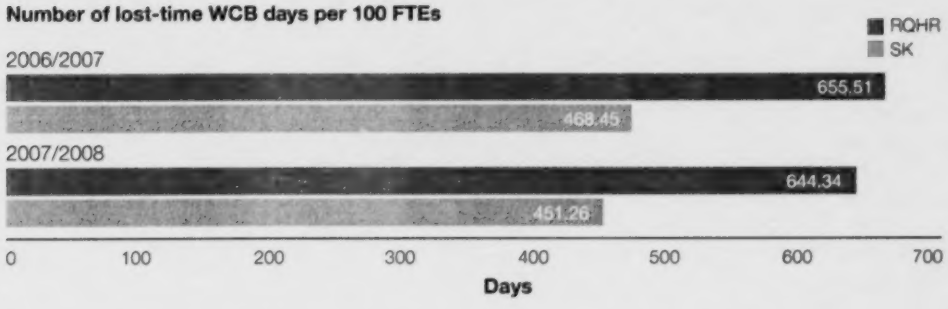
Distribution of FTEs by Affiliation



The total number of FTEs in the region.

The number of FTEs remains relatively stable for all affiliations in comparison to the previous year.

Number of lost-time WCB days per 100 FTEs



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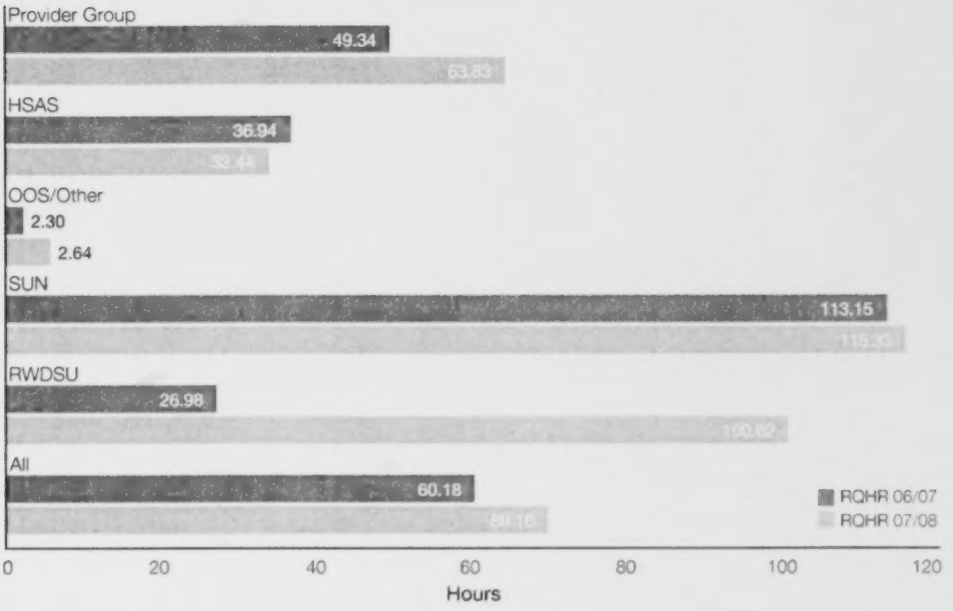

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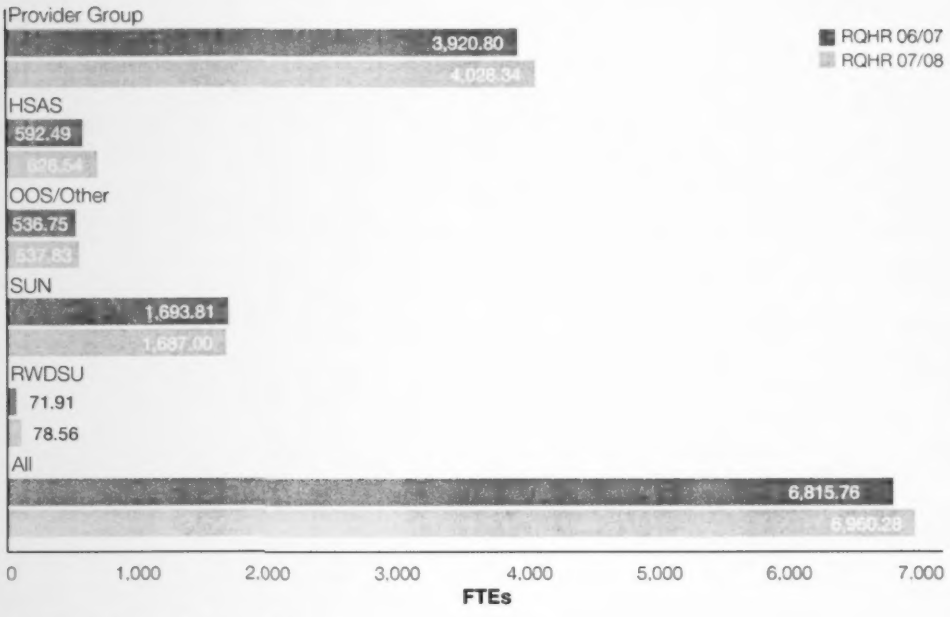

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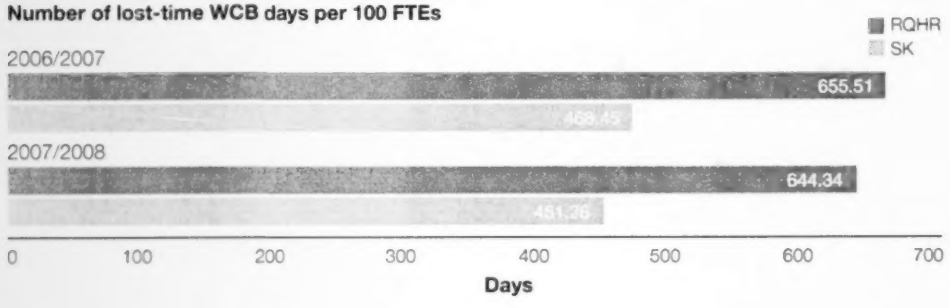

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2007 – 2008 Performance Results

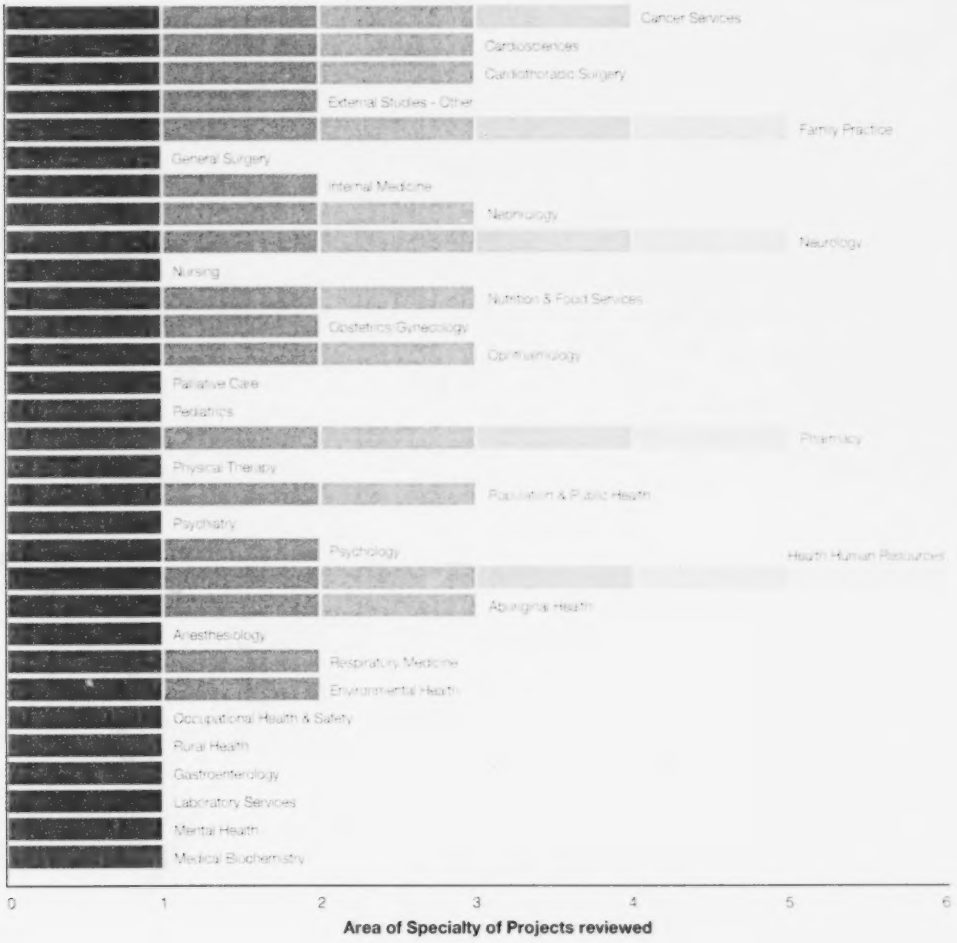
Research

Health research tests the effectiveness of new treatments, informs health systems about factors that increase the probability of illness, and supports the development of the most effective means of delivering health care.

The RQHR is dedicated to supporting health research. In the past year, 69 new studies representing 25 areas of medical specialty were approved by the RQHR's Research Ethics Board.

The areas of cardioscience, neurosciences, nursing, nutrition and food services, and ophthalmology were most active with each area initiating five new studies.

Research Initiation by Clinical Specialty 2007/08

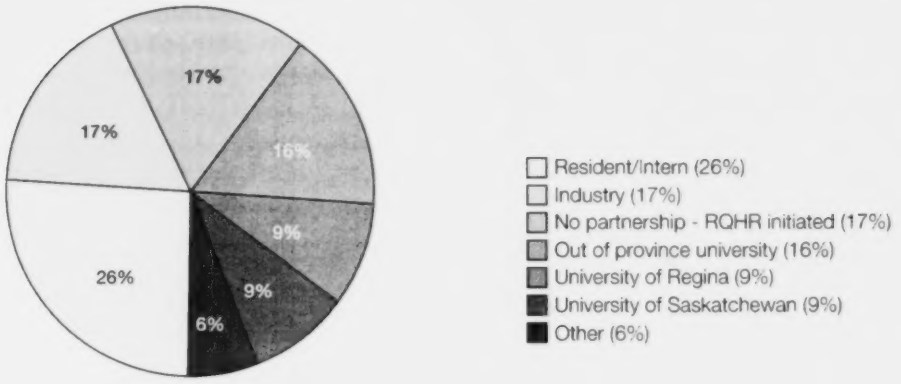


2007 – 2008 Performance Results

Since many studies require more than one year to complete, the Region was actively involved in 140 studies during 2007-2008.

The RQHR works in partnership with numerous universities and other organizations, companies, and researchers to conduct these studies.

Research Partnerships 2007/08



Regina Qu'Appelle Health Region Strategic Themes:

- Provide appropriate, safe and trusted services within available resources

Saskatchewan Ministry of Health Goal:

A Sustainable, Efficient, Accountable, Quality Health System.

Public Transparency

The RQHR recognizes that the foundation of an effective and responsive health system is communicating with the public, Region staff and physicians in a way that promotes a model of transparency and trustworthiness. The Region has taken several steps to ensure such a value is embraced throughout its organization and conveyed in all actions. Several initiatives are in place to support this direction:

- Regional Health Authority (RHA) business meetings are held in public, and convened both in Regina and in rural areas of the Region. The Region's website includes notices of meetings, agendas, minutes, addresses and phone numbers of all RHA members. News organizations are invited to meetings advertised in the *Leader-Post* and community newspapers, and media advisories are sent to all regional media outlets informing them of RHA meetings.

2007 – 2008 Performance Results

- Information concerning RQHR activities is distributed regularly through the Region's internal and external newsletters.
- Three Community Advisory Networks representing communities of interest in the Region regularly provide advice and input directly to the RHA.
- Residents can view key financial information about the RQHR from the Region's website and at any of the health sciences libraries at the Regina General and Pasqua hospitals and the Wascana Rehabilitation Centre during regular business hours.
- Several different communication initiatives are in place to reach residents and other people who use RQHR services. The Region's website (www.rqhealth.ca) provides valuable information on programs and services, current news items and general health information. *HealthNews*, the Region's quarterly publication, is delivered to all homes in the Region. It includes a message from the Region's President, advice on healthy living, and information on programs and services offered by the RQHR.
- Media outlets are a vital communication link with residents in the Region. The RQHR has almost daily contact with reporters and works to maintain a positive and respectful working relationship with news organizations. In all its interactions with media, the Region ensures that the privacy rights of patients, clients, residents, visitors and employees are preserved.
- To give patients, clients and residents a clear understanding of the work of the Region, RQHR knows that effective and consistent communication with its employees and physicians – the people who are providing frontline services and directly interacting with patients – is fundamental. To ensure timely communication with those who work for and with the Region, the RQHR produces a weekly electronic newsletter, *e-link*, for staff and a monthly publication for physicians, *The Physician*.
- The RQHR operates under *The Local Authority Freedom of Information and Protection of Privacy Act* and has designated an Access Officer, Freedom of Information, who responds to requests under the Act. Information about the process, and downloadable copies of necessary forms can be found on the Region's website.

Critical Incidents

A critical incident is defined as a *serious adverse health event including, but not limited to, the actual or potential loss of life, limb or function related to a health care service provided by, or being provided by, a regional health authority or health care organization.* The RQHR has a defined process for communicating critical incidents with all key stakeholders involved and is adopting a formal policy and procedure for the disclosure of adverse events to patients and family members.

2007 – 2008 Performance Results

In the RQHR, all critical incidents are immediately addressed using root cause analysis; a tool designed to help identify *what* and *how* an event occurred and, more importantly, *why* it happened. The root cause analysis is often facilitated through a team case review involving the health care team. The purpose is not to lay blame, rather to identify the cause of the incident and take actions to avoid a similar incident in the future. The review focuses on identifying the root cause of the critical incident and then developing effective quality improvement strategies to prevent recurrence.

Through staff education, the Region continues to place more emphasis on internal reporting of critical incidents, as well as situations that create the potential for critical incidents to occur. Both actual and potential or "near miss/good catch" events are reviewed through the Region's critical incident review process.

All critical incidents reported within the RQHR are reviewed and reported to the Ministry of Health as part of *The Critical Incident Reporting Regulations* under *The Regional Health Services Act*. The regulations require that regional health authorities report the occurrence of all critical incidents within three business days. The regulations also require that regional health authorities report the findings of their review, as well as recommendations to prevent recurrence, within 60 days. These findings and recommendations may be shared provincially to prevent similar incidents in other regions.

In the RQHR, 100 per cent of the critical incidents reported in 2007-2008 met the timelines for notification to the Ministry of Health.

Patient Safety

The RQHR continued to implement an aggressive patient safety agenda in 2007-2008. Recognizing the many patient safety and quality improvement initiatives undertaken by staff and physicians throughout the Region, the RQHR also focussed on the following key areas for organization-wide improvement:

- advancing a culture that is mindful of safety;
- implementing evidence-based and leading practices;
- improving systems that report and follow-up on adverse events and critical incidents;
- measuring performance.

The Region's efforts to promote a patient safety culture focussed on two areas. The first was to establish Continuous Quality Improvement (CQI) teams in departments and programs

throughout the Region. These teams were initially tasked with preparing the organization for its accreditation survey (that took place in April 2008). The accreditation process itself is a powerful force for identifying system improvement. In the future, the CQI teams will be the focal points for systematic and Region-wide quality improvement work.

The second area was to broadly build capacity and awareness amongst staff and physicians related to patient safety and quality improvement practices. Much of this work focussed on regular education and training targeted at frontline staff. In addition, the Patient Safety Task Force launched the Region's vision for patient safety in September 2007. The theme "Patients First...Safety Always!" will continue to be part of an awareness campaign that keeps safety front-and-centre with all staff, physicians and volunteers. The Region also piloted a Safety Walks program, where senior leaders visited departments and units throughout the organization to discuss patient safety issues with frontline staff. Safety Walks is poised to become a regular program in the coming year.

Two Safer Healthcare Now! pilot projects were implemented in 2007-2008. The Medication Reconciliation pilot was completed and is now in the process of spreading its evidence-based practices throughout the Region. The goal of the project is to reduce the chance of error in verifying and communicating a patient's medications while they are receiving in-hospital care. The second pilot project was Surgical Site Infection, which implements a series of protocols to reduce the possibility of a patient contracting an infection through surgery.

The Region piloted a system designed to strengthen and improve the reporting, analysis and follow-up of adverse events and critical incidents. This refined system will become a regular part of the organization's practice in the coming year. The objective is to make sure that system improvement activities occur following events and incidents so that they do not occur again.

The Patient Safety Task Force produced a series of 10 whole-system measures that are currently reported to the RHA and senior management on a regular basis. These measures provide senior leadership with oversight of key Region-wide quality and patient safety indicators.

2007 – 2008 Performance Results

Financial Summary

The RQHR continues to provide quality health services within available resources. As a provincial and community provider of a full range of quality health services, education and research, the Region managed challenges and achieved success in 2007-2008 in meeting the diverse health needs of our communities through the strength of our people, partnerships and personal responsibility for health.

The RQHR achieved a small surplus for 2007-2008, ending the year with an excess of revenue over expenditures of $5.6 million. The surplus was achieved through the efforts of our staff and physicians to align the human and financial resources with the strategic priorities of the Region and the accountabilities of the provincial government.

The Region continued to maintain quality health services and meet the financial challenges of rising costs by managing staffing vacancies and, where possible, implementing improvements in effectiveness and efficiency. The Region is committed to wise stewardship and accountability for the people and resources entrusted to it.

Regina Qu'Appelle Health Region 2007-2008 Results

Number of days able to operate with working capital: 34.45

Working capital ratio (current ratio): .44

Surplus/deficit as a percentage of actual operating expenditures: 0.8%

Expenditures in program support funding pool as a percentage of total RHA operating expenditures: 4.9%

Capital Commitments and Expenditures

The Region was pleased to receive $13.6 million from the provincial government for clinical equipment and information technology. The funding enabled the Region to continue work on upgrading the Laboratory and Clinical Management Systems and to purchase much-needed equipment. New funding was received for equipment in the cardiosciences, diagnostic imaging, safety lifting, and surgical areas. Regular funding was directed toward items such as the CT scanner upgrade, a SPECT/CT Dual-Head Gamma Camera for Nuclear Medicine, and three ambulances.

2007 – 2008 Performance Results

The Region also appreciates and relies on partnerships with the Hospitals of Regina Foundation and the Community Trust Funds to provide significant donations for the purpose of purchasing equipment and contributing to the costs of building or upgrading facilities.

Construction continued on the new Moosomin Integrated Health Facility in 2007-2008, with the opening of the facility scheduled for the fall of 2008. Planning continued on the Rawlco Centre for Mother Baby Care at the Regina General Hospital. Construction will begin in 2008. Construction commenced on the new EMS central operations building, and will continue into 2008-2009. Chiller/HVAC upgrades at the Pasqua and Regina General Hospitals will be completed in the summer of 2008. In 2007-2008, planning continued for the construction of the new Recovery Centre which is to be funded through capital funding from provincial and federal governments. Construction related to the new stroke rehabilitation unit at Wascana Rehabilitation Centre, which will be funded primarily from donations from an anonymous donor and through the Hospital of Regina Foundation, will begin early in 2008-2009. Planning continued on the Ambulatory Surgery Centre, as well as the Pasqua Emergency Department renovations.

Capital funding continues to be a challenge for the Region, in terms of equipment, information technology and building infrastructure. The Region, in partnership with the foundations and the provincial government, will continue to explore ways to increase funding to support these important investments.

Future Outlook/Emerging Issues

Increased Focus on Safety, Improved Access, Better Health Outcomes, and Quality Work Environment

Our strategic plan sets out key directions for the Regina Qu'Appelle Health Region. The six strategic themes focus our efforts and resources as we strive to improve the health services we provide to residents of our Region and southern Saskatchewan. Client and patient safety, quality service, the provision of timely access to appropriate services, and recruitment and retention are the Region's highest priority areas.

Patients First...Safety Always!

Patient safety continues to be a priority for the RQHR, along with the Region's commitment to provide quality, accessible health services. The RQHR regularly undertakes and reviews initiatives to improve safety and quality for our patients and clients.

In 2007-2008, the Patient Safety Task Force further advanced the patient safety agenda by developing and communicating a patient safety commitment (see page 5) that will help guide the RQHR in its plans and initiatives. A survey of staff has been undertaken to assess the degree of safety-related workplace attributes that exist in the organization. In addition, the Patient Safety Task Force has started identifying system-wide patient safety indicators and measures that will be reported as part of the organization's corporate balanced scorecard.

The RQHR also engaged staff to develop a service commitment (see page 4) that outlines our expectations regarding how we will provide safe, quality, respectful service in a welcoming environment.

In 2007-2008, the Region developed a values brochure for staff as an aid in achieving our Vision: Healthy people, families and communities. The brochure, *Living our Values*, outlines RQHR's commitment to ensuring that – one person at a time, one action at a time – the Region enhances the experience for all those who work in, and use the services of the Health Region.

Client Access and Better Health Outcomes

In the area of quality, accessible health services, the RQHR developed several initiatives in 2007-2008 to further improve access and respond to needs. A group of senior medical and administrative leaders has been assembled to oversee the development and implementation of efforts in this area. These efforts include ways to better deal with outbreaks of antibiotic resistant organisms, reducing the number of patients in hospital awaiting placement in long-term care, and increased emphasis on outpatient services. The accompanying table provides more information.

Future Outlook/Emerging Issues

The Regina Qu'Appelle Health Region is working on six key areas to improve access to acute care services

What we're doing	Why we're doing it
• Review of processes and procedures associated with antibiotic resistant organisms.	• A reduction in the number and frequency of infectious outbreaks will prevent unnecessary bed closures.
• Examining length of patient stay in hospital for various conditions and working to improve discharge dates.	• Moving toward Canadian benchmarks for average length of patient stay has the potential to increase bed capacity.
• Recruitment and retention of health care professionals.	• Having the right number of qualified heath care professionals improves access to services.
• Increased emphasis on outpatient services rather than inpatient services for some medical conditions.	• Providing care outside hospital improves hospital access for those who need to be there.
• Reducing the number of patients in hospitals awaiting placement in long-term care.	• Meeting the needs of long-term care patients in a setting outside the Pasqua and Regina General hospitals has the potential to increase bed capacity for acute care patients.
• Providing alternative care for frail elderly patients in Emergency Departments.	• Supporting frail elderly patients in their own homes or alternative care arrangements will reduce the demand on observation beds in Emergency Departments.

Several Primary Health Care Teams are operational in the Region along with health-related partnerships with the community that improve the health status of residents, particularly within the more vulnerable population groups. Health promotion and disease prevention is a major area of focus for the RQHR as health research strongly indicates that improved living conditions and key social factors influence health outcomes. See pages 19-22 for more information.

The demand for health promotion and disease prevention initiatives will become increasing priorities for the RQHR as the population ages, obesity rates continue to climb and the rate of chronic diseases further escalates, placing increasing demands on the health system.

Future Outlook/Emerging Issues

Quality Work Environment

The RQHR's future success depends on the innovative thinking, energy and skills of our staff and physicians. People are our passion. With changing demographics and growing competition for talent, the RQHR is intensifying efforts to provide a work environment that enhances our performance as well as the experience of the individual.

Throughout 2007-2008, the RQHR has undertaken a focused and rigorous recruitment campaign to hire more staff. We have a comprehensive sponsorship program to enable employees to continue to increase their knowledge and enhance their performance; a relocation assistance program for nurses in exchange for a return for service commitment; a foreign recruitment initiative to support foreign applicants through the immigration process; and strong partnerships with First Nations organizations to recruit Aboriginal candidates into health careers.

Our strategy of attracting people interested in working in the health field from within Canada and around the world resulted in 1,025 new employees joining the Region in the last year, including many from other countries. Recruitment and retention will continue to be a challenge for the foreseeable future and the RQHR will continue to campaign actively to attract people with the right skills and abilities to our Region.

Planning for the Future

Along with a growing and aging population, the RQHR also has a rapidly increasing young, Aboriginal demographic. As the RQHR engages in ongoing planning to best meet the needs of the population, the Region is mindful of the trends in our environment impacting our services now and into the future. The rising costs of health care, coupled with the effects of population growth, aging, and chronic diseases, are an ongoing concern. Like health systems throughout Canada, the RQHR will be challenged to respond to the changing and increasing demand for health services.

As we look to the future, the RQHR is committed to finding sustainable ways to provide appropriate, safe and trusted services within available resources and to promote individual and social responsibility for health and community wellness.

Governance and Transparency:
Establishing a trustworthy and accountable organization

The mandate of the RQHR is to provide quality, accessible health services that meet the needs of its residents and people in southern Saskatchewan who rely on it for specialized services.

The RQHR is charged with two main areas of responsibility. The first is to assess the health care needs of the people it serves, prepare annual budget plans, deliver quality services and evaluate the services it provides. The second is to provide specialized health care for 465,000 residents in southern Saskatchewan through the two designated provincial hospitals in Regina.

Regina Qu'Appelle Regional Health Authority

Pursuant to *The Regional Health Services Act*, the Regina Qu'Appelle Regional Health Authority is ultimately accountable to the Minister of Health to achieve the provincial and regional goals and objectives for health services.

Within this mandate, the Authority has set the overall direction for the organization and defined a strategic framework, which specifies the vision, mission and values of the organization.

The Authority assumes its role and responsibilities within the context of a governance policy framework of decision making and accountability and the powers of authority prescribed to it in *The Regional Health Services Act*.

The governance framework is driven by five fundamental components that facilitate board performance effectiveness. They include leadership, strategic direction, roles, processes and policies, and Authority relationships and development. In fulfilling its responsibilities, the Authority has established four standing committees: Governance and Nomination Committee; Services and Programs Committee; Resource Accountability Committee; and the Community Partnerships Committee. In addition, the Authority has established three Community Advisory Networks to ensure that the Authority receives input and advice from local citizens.

All Regional Health Authority members are appointed to serve on one or two of the Authority's standing committees and certain members have been designated to liaise with Community Advisory Networks. Each committee and network operate independently of the others. Authority members must travel extensively to attend meetings that are held throughout the Region.

The Governance and Nominations Committee is responsible for matters pertaining to governance. The Resource Accountability Committee is charged with oversight of areas related to finance, audit, human resources, facilities and capital resource infrastructure. The Services and Programs Committee is responsible for oversight of the Region's service delivery model, particularly as it relates to providing accessible, quality and safe health services. The Community Partnerships Committee is responsible for oversight of the Authority's Community Advisory Networks, as well as relationships with the Region's stakeholders and partners.

Governance and Transparency:
Establishing a trustworthy and accountable organization

The members of the Regina Qu'Appelle Regional Health Authority are as follows:

Members	Regular Meeting Attendance
Bergman, Anita	80%
Boutilier, Lloyd	100%
Connolley, Pat	90%
Elford, Loretta	100%
Everett, Marie	100%
Fisher, Tyronne	100%
Knuttila, Murray	100%
Leier, Bryan	90%
Poitras, Bev	70%
Semenchuck, Gary	50%
Taylor, Alex	100%
Ward, Chuck	90%

Committees

Resource Accountability Committee
- Finance
- Audit
- Accreditation
- Capital & Facilities
- Human Resources

Governance and Nomination Committee
- CEO & Liaison & Evaluation
- Board/Development
- Education
- Board Policy
- Development/Review
- Strategic Accountability

Services & Programs Committee
- Quality Care
- Patient Safety
- Medical Affairs

Community Partnerships Committee
- Community Advisory Networks
- Public Relations
- Partnerships

Members	Committee and Special Meetings Attendance
Bergman, Anita	95%
Boutilier, Lloyd	81%
Connolley, Pat	88%
Elford, Loretta	93%
Everett, Marie	88%
Fisher, Tyronne	100%
Knuttila, Murray	57%
Leier, Bryan	88%
Poitras, Bev	56%
Semenchuck, Gary	50%
Taylor, Alex	100%
Ward, Chuck	87%

For biographical and contact information regarding the members of the Regina Qu'Appelle Regional Health Authority, visit the website at www.rqhealth.ca.

Governance and Transparency:
Establishing a trustworthy and accountable organization

Community Advisory Networks

In August 2002, the passage of *The Regional Health Services Act* not only brought 12 Regional Health Authorities into existence, but it also gave them the formal mandate to establish Community Advisory Networks (CANs).

The goal of these networks was to ensure that health authorities would benefit from the advice and input of local citizens when setting priorities and direction for health services. The importance of maintaining effective links with community leaders, consumer groups, education and social agencies was seen as a priority for CANs.

In response to this mandate from government, the Authority passed a motion that formally approved a framework of four geographically-based CANs composed of up to 15 persons each to serve the Health Region. The networks were the Central Community Advisory Network, East Community Advisory Network, Regina Community Advisory Network and North Community Advisory Network.

December 2006 marked the end of the first term of Network appointments, at which time, the Authority, in consultation with CAN members, reassessed the structure of the networks. The Authority decided that, starting in 2007, it would reduce the number of networks from four to three: one in Regina and surrounding area; the second representing the Region's rural area; and the third composed of youth between the ages of 16 and 25 years.

Governance and Transparency:
Establishing a trustworthy and accountable organization

Payee Disclosure List

Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc., which totaled $50,000 or more.

Individual	Payment	Individual	Payment	Individual	Payment
Abadiano, Linda	127,442	Amy, Gwen	65,820	Askin, Susan	62,626
Abbas, Zahid	81,575	Amyotte, Bernadett	67,415	Asmay, Mabel	62,804
Abbott, Yvonne	52,707	Amyotte, Stacey	54,053	Assman, Lori	110,909
Abell Thome, Cathie	76,958	Anderson, Barbara	51,268	Ast, Marie	87,153
Abello, Sandra	76,869	Anderson, Carol	70,572	Attwood, Angela	77,196
Abello, Timothy	50,733	Anderson, Carolyn	69,731	Aubichon, Yvonne	56,372
Abii Ndoh, Edith	96,460	Anderson, Elizabeth	60,676	Audette, Barbara	60,350
Ackerman, Candyce	51,218	Anderson, Janet	68,681	Austin, Carol	56,423
Ackles, Sharon	62,961	Anderson, Robin	53,123	Baade, Alyssa	59,368
Adair, Carol	70,652	Anderson, Sandra	62,690	Baars, Jodi	50,139
Adamiak, Bonnie	62,215	Anderson, Sharon	83,305	Baber, Carla	57,187
Adamko, Brenda	67,066	Anderson, Sheila	69,509	Babuik, Richard	85,098
Adams, Jaime	76,922	Anderson, Shelley	52,058	Bachorick, Beverly	58,928
Adams, Jody	69,916	Andres, Jean	62,317	Backlin, Christina	79,525
Adams, Michael	72,034	Andrews, Lillian	53,596	Backlin, Dale	68,445
Adcock, Stanley	59,726	Andrews, Melissa	60,281	Bacon, Peggy	72,947
Adeyoju, Motunrayo	116,226	Andrews, Naomi	67,291	Badgley, Catherine	88,246
Ahlquist, Elijah	79,119	Angielski, Verna	97,371	Baer, Bonnie	82,687
Ahmadi, Milagros	62,231	Antal, Jonathan	92,560	Baht, Ryan	85,122
Ahmed, David	112,892	Antal, Krista	61,385	Bailey, Patricia	71,651
Aikens, Chelsea	54,511	Antoine, Elaine	67,636	Baily, Karen	71,608
Airir, Abdellah	85,954	Antoine, Lani	63,069	Bain, Diane	67,839
Akan, Joseph	62,990	Antonio, Angela	65,106	Baiton, Susan	77,410
Albert, Lori	57,072	Appel, Jamie	53,016	Bajo, Arnulfo	119,323
Aldinger, Anita	84,855	Apperley, Barry	73,014	Baker, Tricia	84,978
Aldous, Lee	51,486	Appleby, Heather	72,641	Balak, Janet	81,063
Alejandria, Louanne	55,521	Appleby, Shannon	52,571	Balch, Laurie	72,911
Alexiuk Psotka, Joanne	51,091	Arams, Stefanie	64,299	Baldock, Rita	69,740
Alfano, Beverly	81,264	Arbuthnot, Blair	91,866	Baldock, Tara	57,697
Alfonso, Brenda	85,856	Argue, Jocelyn	67,199	Baldos, Evelyn	111,337
Ali, Meimuna	89,790	Arguin, Len	82,751	Balfour, Don	56,879
Allan, Bruce	67,872	Arguin, Patricia	70,786	Ball, Dorothy	60,169
Allan, Shauna	69,967	Arklie, Chris	64,752	Ball, Ronald	69,166
Allen, Annie	54,743	Armbruster, Krystal	57,151	Balycky, Annette	79,482
Allen, Brent	51,134	Armbruster, Robert	54,505	Bamhour, Heather	64,514
Allen, Dianne	60,894	Armstrong, Craig	71,442	Banbury, Phoebe	80,074
Allen, Marla	63,443	Armstrong, Shawn	70,232	Bancescu, Shelda	81,852
Allerdings, Marilee	56,853	Arndt, Rachel	64,580	Banfield, Joy	73,967
Almassy, Nicole	57,124	Arnold, Arleene	56,751	Baniulis, Margaret	100,912
Alport, Edward	435,677	Arscott, Susan	66,065	Bank, Karen	62,393
Alport, Lois	69,087	Arvidson, Kristin	76,164	Banks, Muriel	56,611
Althouse, Leanne	61,316	Asante, Ethelda	82,819	Banning, Sharon	79,944
Altrogge, Jordan	51,782	Aschenbrenner, Jeannette	93,191	Bannon, Mervin	61,559
Altwasser, Tara	58,680	Ash, Danielle	53,636	Baran, Trevor	56,739
Amon, Bree	68,956	Ashman, Juliet	76,074	Baran, Vivian	68,822

Governance and Transparency:
Establishing a trustworthy and accountable organization

Individual	Payment	Individual	Payment	Individual	Payment
Barber, Charles	51,918	Bemis, Tanya	61,711	Boal, Tessa	53,715
Barber, Susan	61,241	Benitez, Engelbert	84,370	Bobetsis, Gus	81,818
Bardal, Terry	83,491	Bennett, Lori	65,370	Bobetsis, Spero	63,630
Barnard, Phyllis	60,661	Benning, Margot	61,059	Boczulak, Dianne	75,331
Barnsdale, Brenda	50,582	Benoit, Deborah	56,692	Bodani, Jayalaksh	377,720
Baron, Michael	82,224	Benoit, Linda	68,627	Bodnarchuk, Linda	67,934
Barr, Taryn	72,961	Benson, Petra	62,790	Bodnard, Stacey	74,641
Barrett, Vanessa	61,715	Bereti, Lorilee	74,797	Bodnaryk, Sharon	71,050
Barth, Carol	71,240	Bereziuk, Chantel	82,225	Boehlen, Darcie	55,682
Bartlett, Marilyn	54,706	Berezowski, Mark	61,947	Boehlen, Reid	68,848
Baseden, Jessica	50,632	Bernhardt, Geraldine	75,465	Boehm, Darryl	102,175
Bashutski, Melanie	55,065	Betz, Brenda	78,731	Boehmer, Mavis	74,313
Bast, Darlene	75,399	Beutler, Cheryl	52,633	Boey, Joan	68,237
Bateman, Dorothy	67,888	Beutler, Linda	81,282	Bogdan, Janet	68,087
Bateman, Enid	80,302	Beutler, Muriel	81,677	Bolen, Carla	81,061
Bathgate, Debra	77,299	Bichel, James	73,225	Bolen, Karyn	72,070
Bauer, Egistina	90,269	Bidwell, Nicole	98,404	Bondarchuk, Eric	91,381
Baumgartner, Nina	66,907	Biech, Lauri	72,107	Bonderoff, Hazel	69,210
Baxter, Brittany	59,502	Bien, Marilyn	70,186	Bonk, Brenda	62,624
Beahm, Karen	52,637	Bigalky, Jodie	69,199	Booker, Elizabeth	67,987
Bean, Jennifer	67,528	Bigelow, Jeannette	70,789	Booker, John	89,312
Bear, Shannon	61,127	Bilan, Denise	55,209	Bookout, Gayle	57,074
Bearss, Leslie	67,126	Bilan, Michelle	53,497	Booty, Kerry	58,109
Beaton, Debbie	90,262	Bilkey Behrns, Phyllis	58,678	Bordas, Fred	74,793
Beauchesne, Elaine	66,425	Bilo, Maria	56,121	Bordyniuk, Monique	68,355
Beaurivage, Barbara	73,297	Bily, Kathy	60,904	Borsa, Shawna	67,890
Beck, Jeanette	67,250	Bingham Adams, Karen	67,022	Bosovich, Darlene	76,369
Becker, Gail	64,375	Binner, Arlene	54,740	Boucher, Scott	62,426
Becker, Jaclyn	58,282	Birchard, Lynn	66,187	Boudreau, Suzanne	102,480
Becker, Jill	52,260	Bird, Linda	86,927	Bouey, Charlene	76,299
Begg, Elizabeth	109,510	Bird, Marlyn	54,455	Boulanger, Debbie	58,099
Beggs La Riviere, Gail	69,773	Bird, Verna	67,435	Boulet, Nathan	71,882
Beggs, Ryan	96,769	Birns, Beverley	86,927	Bourget, Helen	60,113
Behnke, Wanda	52,896	Bishop, Sharon	71,336	Bourret, Lavonne	59,308
Behr, Glen	77,437	Bissett, Sandra	80,768	Bowen, Francis	284,454
Beisel, Patricia	80,026	Bizzarri, Arlene	77,939	Bowen, Max	58,428
Beitel, Catherine	67,530	Bjelland, Pamela	70,233	Bowman, Jane D	105,153
Beitel, Laura	81,061	Bjerland, Glorianne	83,534	Boyachek, Michelene	68,388
Beitel, Linda	79,137	Black, Darlene	118,702	Boyd, Darlene	83,647
Belay, Sherry	91,262	Black, Marilyn	83,005	Boyd, Marion	71,931
Bell, Alison	66,303	Blackmer, Barb	66,469	Bradley, Shelly	52,682
Bell, Debbie	67,869	Blackwell, Maitland	61,713	Brady, Janice	69,483
Bell, Elissa Le	70,445	Blair, Brenda	77,335	Brady, Ray	62,983
Bell, Jerry	74,469	Blair, Ruth	78,428	Braithwaite, Donna	50,343
Bell, Karen	71,203	Blayone, Sherie	65,502	Braithwaite, Rhonda	72,753
Bell, Kerri	85,083	Blechinger, Brenda	54,118	Brand, Nicole	54,212
Bell, Stacey	69,377	Blommaert, Patricia	79,572	Brandt, Aimee	64,987
Bellavance, Gord	75,629	Blomme, Elaine	66,995	Bratkoski, Lisa	53,900
Bellegarde, Jennifer	75,293	Blondeau, Rena	70,475	Braun, Dona	73,679
Bellisle, Tracie	61,752	Bloomfield, Shawn	68,007	Braun, Jacquelin	122,046

Governance and Transparency:
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Individual	Payment	Individual	Payment	Individual	Payment
Braun, Shannon	57,291	Buddecke, Judith	75,606	Callum, Marilyn	72,918
Bremner, Carolyn	59,432	Bueckert, Devin	80,751	Camara, Clorinda	55,525
Brentnell, Wanda	69,018	Buenavista, Rosemarie	88,218	Cameron, Bonnie	68,591
Brenzil, Marlene	54,155	Bueno, Janet	85,655	Cameron, Faith	87,158
Brewer, Jennifer	60,593	Buergel, Robyn P	67,686	Cameron, Julie	59,469
Brezinski, Lori	103,536	Bugiera, Claudette	75,361	Cameron, Katherine	73,473
Brian, Daniel	68,179	Bugyi, Shari	60,036	Cameron, Rita	69,115
Briand, Sandra	66,721	Buhler, Tracy	64,278	Cameron, Tina	67,662
Briere, Bonnie	85,365	Bullivant, Linda	60,168	Campbell Reid, Marjorie	57,526
Briere, Celeste	85,368	Burant, Colette	64,462	Campbell, Daniel	58,261
Brigidear, Marie	66,430	Burant, Denise	51,819	Campbell, Gordon	84,666
Brin, Jolyn	70,826	Burant, Rodney	63,121	Campbell, Heidi	54,153
Brisbois, Elva	63,876	Burchi, Jo Anne	72,042	Campbell, Margaret	58,758
Bristol, Ken	95,291	Burkitt, Shannon	81,144	Campbell, Shannon	102,754
Brittner, Natalie	69,326	Burla, Tamara	78,734	Camponi, Ethel	50,958
Britton, Debra	54,902	Burnay, Gisele	67,065	Cano, Laura	112,055
Broadfoot, Blair	85,214	Burnett, James	54,198	Capewell, Kathryn	68,425
Brochu, Angela	65,207	Burns, Beverley	52,464	Caragata, Cindy	57,558
Brochu, Mark	67,629	Burns, Carol	62,731	Card, Ruth	56,511
Brockman, Anita	71,209	Burns, Kimberley	64,898	Cardwell, Kenneth	64,578
Brockman, Shannon	61,553	Burns, Lorraine	54,617	Cargill, Brad	83,136
Brodziak, Shelley	70,045	Burns, Michele	60,438	Carignan Young, Joanne	63,649
Bromm, Jennifer	56,337	Burrell, Theressa	59,389	Carlson, Cheryl	67,158
Brook, Gail	51,936	Burton, Linda	71,032	Carlson, Ed	64,503
Brooks, Denise	80,536	Busby, Camille	54,508	Carlson, Lorri Ann	93,660
Brooks, Jennifer	70,349	Busch, Delanna	50,860	Carlson, Stephanie	76,108
Brossart, Cory	77,931	Busch, Julie	69,408	Carlson, Teresa	83,517
Brotzel, Susan	70,567	Buschow, Carmen	58,430	Carman, Chris	51,802
Broughton, Marlene	92,470	Buss, Florence	52,999	Caro, Josephine	69,941
Brown Lewis, Murieka	107,091	Butler, Erin	50,369	Carpentier, Judith	53,666
Brown, Alison	69,789	Butler, Joyce	81,692	Carr, Gary	50,088
Brown, Beverly	76,800	Butler, Karen	81,029	Carr, James	55,526
Brown, Bonnie	68,079	Butz, Dawn	56,557	Carr, Lee Ann	62,983
Brown, David	60,352	Buzash, Robert	64,875	Carr, Lisa	64,450
Brown, Jeff	84,979	Buzila, Dora	86,127	Carson, George	221,508
Brown, John	91,172	Bye, Myrna	53,875	Carson, Ramona	67,864
Brown, Marlene	76,734	Byrne, Anna	75,793	Carton, Susan	77,314
Brown, Nancy	87,847	Cabacungan Ecim, Clarina	73,515	Carubio, Ruth	105,955
Brown, Shauna	56,732	Cabigon, Enrico	419,254	Carvell, Leona	70,403
Brown, Siobhan	54,399	Cabradilla, Arlene	87,172	Casemore, Beverley	55,779
Brownlee, Dianne	68,747	Caburao, Crystal	60,208	Casemore, Chris	74,112
Brubacher, Mary	92,541	Cabylis, Angela	52,813	Caufield, Lana	70,105
Bruce, Colleen	87,770	Cadrin, Marie	61,169	Cave, Christoph	72,260
Brundage, Diane	63,515	Caissie, Wendy	64,680	Cavers, Stephanie	82,733
Bruneau, Louise	55,670	Caithcart, Richard	75,524	Cazakoff, Sharon	78,504
Bryant, Lenore	77,635	Calder, Dawn	115,985	Ceholski, Elaine	50,748
Brydon, Daniel	67,814	Calder, Doug	114,631	Cerato, Janice	70,760
Bryson, Genevieve	106,239	Calhoon, Mae	98,033	Chabot Baker, Jeanne	60,596
Buchanan, Linda	74,063	Calimente, Doris	59,253	Chalupiak, Carmen	63,646
Buckoski, Mary	72,048	Calland, Bryan	87,977	Chamberlin, Lisa	82,156

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Individual	Payment	Individual	Payment	Individual	Payment
Chambers, Lynne	64,006	Clark, April	67,933	Coulter, Cindy	54,645
Chamney, Hali	58,479	Clark, Carole	72,609	Coulthard, Maureen	80,821
Chan, Michael	62,783	Clark, Caroline	53,522	Coupal, Alicia	60,160
Chanig, David	68,048	Clark, Jamie	76,182	Cournoyer, Elizabeth	52,508
Chapman, Brenda	85,098	Clark, Lesley	67,096	Covert Ruttenber, Laurie	50,266
Chapple, Alan	103,690	Clark, Velda	93,686	Cowan, Shannon	61,138
Chard, Stephen	64,426	Clarke, Charlene	82,931	Cox, Twana	66,959
Charette, Brenda	72,730	Clarke, Deborah	50,819	Cozine, Denise	70,627
Charleson, Sharon	79,836	Clarke, Norman	67,304	Craig, Angeline	65,518
Chartier, Lanaya	78,394	Clarke, Tina	64,835	Craig, Dawn	73,014
Chartrand, Rhonda	60,599	Clarkson, Tracy	77,341	Cramm, Marlene	54,260
Chatterson, Kelly	69,653	Clay, Adeline	69,982	Crampton, Diana	88,817
Cheney, Janet	70,762	Claypool, Shannon	53,861	Craven, Valorie	68,299
Chernesky, Karen	66,973	Clein, Lawrence	248,251	Crawford, Judy	61,609
Cherwaty, Darren	93,033	Clement, Loreen	76,153	Crerar, Elsie	67,014
Cherwaty, Gail	62,911	Climenhaga, Darci	52,432	Creurer, Jeanne	55,117
Chesters, Patricia	60,203	Clouse, Shelley	65,997	Crittenden, Shirley	70,534
Chestney, Sherry	63,918	Cloutier, Andrea	57,469	Crone, Darlene	64,700
Chevalier, William	69,499	Coates, Anna	85,433	Cronkhite, Tenille	50,367
Chevli, Madhavi	51,175	Coates, Nancy	74,054	Crookshanks, Carolyn	70,995
Chew, Foong Mei	64,402	Coates, Rosemary	61,577	Cross, Beverley	68,936
Chhckar, Gurjeet	59,672	Cobbledick, Bev	60,480	Cross, Bryan	82,595
Chijide, Valda	231,377	Coburn, Ronald	79,174	Crossley, Laurie	71,041
Chipanshi, Mary	54,802	Code, Barbara	71,454	Crowley, Karen	51,922
Chipurda, Romana	53,756	Coghill, Hollis	51,283	Crozier, Margaret	99,555
Chisholm, Joanne	108,191	Coish, Michelle	67,425	Crozier, Stella	66,766
Chomos, Heather	67,975	Colclough, Arthur	80,016	Cruise, Loretta	95,042
Chomyn, Terry	81,389	Colclough, Maureen	56,594	Cuddington, Terry	76,075
Chorney, Linda	83,789	Cole, Tanis	64,449	Culig, Ernesto	63,494
Chorneyko, Anita	81,093	Coleman, Jean	70,089	Culig, Glory	147,220
Chow, Arnold	64,574	Coles, Kathy	75,937	Culling, Carla	78,710
Chretien, Terry	54,384	Constantino, Eleonor	63,690	Cullins, Joan	50,173
Christensen, Donna	76,254	Contreras, Gisela	62,954	Currie, Lynne	101,162
Christensen, Tamara	67,191	Cook, Laurie	66,134	Currie, Marg	72,629
Christiansen, Jeffrey	83,604	Cook, Stephanie	80,009	Currie, Marjorie	67,658
Christmann, Alison	52,821	Coomaran, Vettivelu	63,939	Currie, Nicolle	77,845
Christoph, Valerie	118,314	Coombs, Leann	55,671	Curry, Glenna	80,728
Christopherson, Catherine	63,192	Coons, Pamela	52,595	Curtis, Deborah	82,394
Christopherson, Clifton	50,198	Cooper, Christina	63,947	Curtis, Patricia	64,573
Christopherson, Kim	56,169	Cooper, Daniel	68,564	Curtis, Rob	84,857
Chrusch, Wendy	192,397	Cooper, Ronald	82,495	Cwynar, Chris	70,263
Chu, Florence	70,695	Corkery, Judith	70,318	Cyr, Nicole	89,790
Chubak, Suzanne	58,751	Corley, Stacy	62,118	Daaza, Rosemary	80,233
Churchman, Carol	80,646	Cornet, Jacquelin	52,117	Dahlman, Danielle	51,548
Churko, Donna	78,092	Corscadden, Wendy	58,352	Dakiniewich, Lori	51,861
Chursinoff, Charlene	54,376	Cortes, Stacey	58,482	Daku Owens, Dianne	61,977
Cibart, Janice	66,570	Cossette, Rondelle	62,741	Daku, Bonnie	57,298
Clare, Robert	96,818	Costache, Erin	68,491	Dalmeida, Donna	60,943
Clark Downton, Cynthia	53,190	Cote, Marion	65,822	Daly, Jason	60,529
Clark Musschoot, Melissa	66,142	Coulter, Bill	88,151	Dancsok, Marie	67,680

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Individual	Payment	Individual	Payment	Individual	Payment
Danielson, Deborah	93,421	Dewar, Keith	164,928	Dublanica, Tricia	58,801
Danylczuk, Mike	64,693	Dewitt, Kathryn	63,529	Dubois, Brenda	67,416
Danyliw, Brian	81,534	Dhaliwal, Mohinder	60,755	Duchak, Catherine	68,039
Danyliw, Carol	60,304	Dhami, Sukhdeep	51,170	Duchcherer, Terrance	73,477
Daschle, Lisa	68,282	Dhillon, Kam	142,539	Dufour, Debra	62,623
Davalos, Pablo	71,754	Diana, Dinah	66,100	Dufour, Debra	68,128
Davidowich, Lorrie	96,151	Dickie, Crystal	54,253	Dugan, Ilo	50,505
Davidson, Barbara	109,795	Dickie, Kim	57,500	Duke, Cheryl	60,262
Davidson, Colleen	61,826	Dickie, Sheila	64,532	Dumont, Edgar	63,365
Davidson, Vivian	93,262	Dickie, Stephen	96,937	Dumont, Erica	65,351
Davies, Karen	61,910	Dickin, Tamara	71,850	Dumont, Loreen	72,335
Davies, Meghan	52,884	Dickson, Diane	68,686	Duncan, Shelley	59,540
Davies, Valerie	114,424	Dickson, Karen	73,562	Duncan, Wendy	71,127
Dawn, Brandi	50,201	Dielschneider, Lori	55,863	Duncanson, Judith	75,639
Dawson, Lorna	75,905	Dielschnieder, Lynne	70,387	Dunfield, Vera	90,386
Day, Arlene	60,780	Diener, Tania	249,503	Dunford, Lynette	72,459
Day, Christine	72,681	Dima, Anda	70,040	Dunlop, Kim	70,847
Day, Crystal	53,974	Dixon, Lana	56,260	Dunn, Shauna	70,984
Day, Karen	62,794	Dixon, Lois	84,602	Dunphy, Corry	62,637
Dayne, Jacquelen	77,960	Dizy, Jacquelin	60,784	Dutchak, Kristin	130,591
Deagle, Monica	85,444	Dmyterko, Myles	57,361	Dvernichuk, Ranel	50,230
Dean, Kathy	52,467	Dmyterko, Sylvia	75,751	Dybvig, Colleen	73,741
Debaets, Marcie	61,021	Dmyterko, Zenia	67,156	Dyck, Darla	75,081
Debassige, Laura	77,088	Doan, Pamela	58,776	Dyck, Donna	70,727
Debesai, Michael	65,610	Dobra, Sandra	72,344	Dyck, Jennifer	93,977
Decano, Felina	141,378	Dockray, Leanne	50,055	Dyer, Deborah	73,030
Deets, Barbara	77,670	Doerksen, Norma	59,882	Dynna, Lisa	61,128
Degooijer, Joy	62,039	Dolha, Lloyd	73,454	Dzuba, Mandi	66,551
Deis, Patti	68,650	Donald, Heather	81,094	Earnshaw, Karen	89,318
Dejose, Breanne	61,028	Donaldson, Lorie	83,778	Earnshaw, Theresa	150,110
Dela Cruz, Theresa	89,743	Dong, Cindy	53,800	East, Lori	71,690
Delainey, Linda	51,443	Donison, Jennifer	66,039	Easton, Bonnie	77,370
Delsnider, Allison	61,956	Donnelly, Mellissa	105,890	Eberle, Janet	86,918
Demeria, Anne	70,720	Donst, Lesley	52,071	Eberts, Lori	83,247
Demerse, Vicki	67,259	Dore, Brie	62,008	Eckert, Laurie	79,468
Dempsey, Charlene	53,193	Dorgan, Heather	85,930	Edge, Linda	96,849
Denham, Terence	50,086	Dornstauder, Kenneth	81,029	Edgerton, Jordan	63,771
Denny, Barbara	55,723	Doucette, Doreen	52,718	Edmands, Carol	57,254
Denouden, Kathleen	62,986	Dovell, Peggy	83,104	Edmands, Jeff	98,623
Dentremont, Andre	79,013	Downey, Scott	72,141	Edmands, Laura	68,923
Deroose, Judy	62,430	Drackett, Nancy	75,645	Edwards, Joanne	82,768
Derow, Lovadie	59,354	Drake, Peggy	81,061	Edwards, Nancy	64,145
Derrick, Roy	117,156	Drapak, Nicole	57,472	Ehrlich, Victoria	73,260
Desjardins, Annette	64,527	Draper Ziglo, Kelli	60,232	Ehrmantraut, Donald	95,497
Desnomie, Harry	51,523	Draper, Carol	70,263	Eichhorst, Helga	69,232
Desrochers, Miranda	67,246	Dreher, Annemarie	67,948	Ekberg, Roberta	94,222
Desrosiers, Bernard	68,093	Droder, Danielle	56,289	Elder, Marian	62,089
Devaraj, Ramachand	290,661	Drummond, Darren	53,636	Eley, Maureen	64,568
Devine, Sandra	71,405	Dubey, Gaurav	51,640	Elford, Denae	68,069
Dewald, Connie	81,277	Dubin, Michelle	64,808	Ell, Gaylene	50,310

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Individual	Payment	Individual	Payment	Individual	Payment
Ell, Grettalyn	93,685	Farnell, Sheila	61,380	Flood, Ramona	73,060
Ell, Sandra	74,629	Farrell, Grace	73,192	Fluter, Lenore	73,231
Ell, Sharlene	60,954	Farrow, Vicki	64,984	Fohr, Chris	81,109
Elliott, Heather	79,011	Fauchon, Michelle	73,082	Foley, Darlyn	52,578
Elliott, Virginia	100,835	Faye, Ian	115,580	Folgering, Tina	66,229
Ellis, Carla	72,505	Fecho, Karen	52,902	Folk, Maria	52,698
Ellis, Sharon	62,977	Fedec, Jacquline	54,294	Folk, Ronald	91,917
Ellis, Tracey	104,233	Federko, Marion	58,217	Fong, Karen	66,765
Emery, Alison	62,991	Federspiel, Karen	69,927	Fonger, Carol	58,069
Emke, Terrilynn	54,269	Fedirko, John	117,213	Forberg, Ryan	61,335
Engel, Anna	66,370	Fedirko, Lori	61,775	Forbes, Heather	65,642
Engel, Keith	54,631	Fehr, Elaine	67,181	Ford, Laura	62,592
Engel, Linda	69,600	Fehr, Wendy	66,079	Forer, Nicole	59,120
Engel, Patricia	80,815	Feil, Shauna	62,786	Forman, Holly	54,077
Engele, Kathleen	99,046	Feltin, Susan	63,610	Forman, Sheila	56,860
Engen, Kathy	111,127	Feniuk, Mildred	53,717	Fornwald, Elizabeth	57,644
English, Darcy	79,078	Ferguson, Janet	60,574	Forrest, Melissa	53,827
Englund, Judy	51,014	Ferguson, Joan	57,806	Forsberg, Peggy	68,726
Enns, Adine	58,540	Ferrara, Natalie	58,255	Forshner, Ruby	69,541
Ens, Cindy	51,207	Ferris, Doug	55,493	Foster, Lori	70,045
Entner, Darren	83,861	Fesciuc, Kimberley	64,285	Foster, Monica	77,099
Erfurt, Carolyn	72,600	Feser, Janice	60,656	Fouhse, Brian	60,934
Erickson, Betty Ann	51,313	Fetch, Bobby	54,071	Fowler, Linda	68,704
Erickson, Heather	83,883	Fichter, Kim	62,835	Fox Tittle, Julianne	50,368
Erickson, Jennifer	59,753	Fidler, Bozena	59,955	Fox, Colleen	52,857
Erickson, Judith	70,339	Fidler, Mariusz	61,189	Fraipont, Wendy	66,543
Erickson, Sarah	60,301	Field, Cathy	53,481	Francis, Barbara	78,014
Erman, Connie	63,141	Field, Susan	70,782	Francis, Dev	70,314
Ermel, Rebecca	67,262	Filipchuk, Monica	57,657	Francis, Lynda	81,184
Eros, Hazel	63,245	Filippi, Shelly	93,778	Fraser, Deborah	76,821
Erwin, Dre	91,394	Fingas, Gloria	56,039	Fraser, Holly	74,615
Escanlar, Anabellee	81,967	Fiorante, Connie	70,152	Fraser, Nicole	65,455
Espenell, Gaye	52,869	Fischer, Chandra	70,499	Frasz, Cheryl	74,034
Essien, Benjamin	61,182	Fischer, Claire	68,672	Fraynak, Joanne	68,612
Euraoba, Cecilia	54,960	Fischer, William	75,533	Freeman, Joanne	79,307
Euteneier, Gail	52,739	Fishbook, Dayna	62,303	Freeman, Karol	69,715
Euteneier, Sandra	87,546	Fisher Phillips, Heidi	81,062	Frey, Angela	62,848
Evans, Donna	58,082	Fisher, Monique	88,321	Frier, Debbie	69,099
Evans, Donna	65,776	Fishley, Melissa	50,936	Friesen, Amy	60,397
Evans, Lorna	59,467	Fitzgerald, Jeremiah	83,405	Friesen, Della	67,642
Ewart, Brian	55,277	Fitzsimmons, Donald W	68,084	Friesen, Wendy	72,733
Exner, Joann	72,677	Fitzsimmons, Wesley	72,707	Fritz, Lola	60,126
Fahlman, Barbara	50,295	Fizzard, Sheldon	77,076	Frohlick, Jill	58,680
Fahlman, Joann	57,969	Flaman, Deborah	64,585	From, Sandra	81,187
Fairgrieve, Trace	71,056	Flaman, Jeanne	67,527	Frombach, Kristin	57,168
Famulak, Jackie	61,854	Flaman, Nancy	90,137	Fromm, Linda	68,881
Farkas, Lynnmarie	61,853	Flaman, Sharon	85,375	Fry, Brenda	72,735
Farley, Margaret	73,310	Fleece, Jason	66,524	Fry, Dianne	71,409
Farmer, Carol	62,041	Flegel, Joanne	53,987	Fuchs, Karen	56,288
Farnden, Janelle	52,594	Fletcher, Rhonda	64,389	Fullerton, Shelly	50,556

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Individual	Payment	Individual	Payment	Individual	Payment
Funke, Annamarie	68,424	Gieg, Brian	75,396	Grainger, Valerie	60,744
Gabel, Grant	78,763	Gieni, Shirley	72,001	Grammatico, Dino	428,873
Gabel, Leslie	89,834	Giesbrecht, Colin	69,841	Grand, Stephanie	70,737
Gabora, Balynda	72,118	Gilbert, Jennifer	67,439	Grandish, Susan	92,892
Gaboury, Adele	50,350	Giles, Penny	62,666	Granello, Yvonne	70,654
Gabriel, Melissa	82,863	Gilewicz, Dennis	92,861	Granger, Morag	87,356
Gadica, Sandra	71,919	Gilewicz, Eileen	68,210	Grasby, Murray	59,382
Gaillard, Valorie	55,215	Gill, Marianne	68,657	Grasdal, Patricia	61,823
Galeon, Irvin	58,819	Gill, Ricky	62,794	Gray, Carolyn	99,852
Galger, Colleen	57,437	Gillanders, Jennifer	70,914	Greanya, Leonard	61,751
Gallagher, Roxanne	83,606	Gillespie, Carla	50,596	Greaves, Annemarie	83,759
Gallais, Nicole	61,672	Gillespie, Heather	50,938	Greaves, Jolene	60,533
Gallenger, Kimberly	69,175	Ginter, Terrance	70,455	Greaves, Patricia	57,766
Garchinski, Lori	82,257	Girard, Susan	62,370	Grebinsky, Cindy Lou	79,037
Gardikiotis, Tracy	66,469	Glas, Lindsay	64,120	Green, Carla	77,955
Gardner, Heather	54,709	Glasser, Carol	97,953	Green, Dianne	70,830
Gardner, Linda	63,832	Glasser, Lorna	59,193	Greene, Verla	67,879
Gardner, Raegan	68,533	Glasser, Monica	54,333	Greenwood, Pat	80,676
Garner, Dawn	77,390	Glendenning, Lorraine	92,046	Gregoire, Barbara	62,338
Garnsey, Nicole	51,920	Glettler, Marlene	61,373	Gregory, Laura	63,345
Garratt, Nancy	56,583	Glines, Gail	53,528	Griffin, Denise	67,059
Garratt, Sharon	103,886	Globa, Maryann	81,361	Griffiths, Tara	81,299
Garstin, Connie	72,449	Goddard, Dani	52,304	Grigg, Karlee	68,677
Gartner, Anne	67,426	Godenir, Leah	51,509	Grimes, Sheena	53,004
Garven, Terri	71,811	Godenir, Olivia	62,249	Grimm, Helen	81,089
Gasper, Jennifer	68,075	Godfrey Wall, Crystal	61,678	Grismer, Dana	59,188
Gate, Melissa	84,008	Goertzen, Florence	83,173	Grobowsky, Kerri	55,454
Gattinger, Clare	69,545	Goettler, Darla	52,729	Grohs, Trina	58,983
Gaudry, Jacquelin	51,431	Goetz, Anthony	60,007	Gronhovd, Wanda	66,246
Gawley, Barbara	92,381	Gogal, Shannon	58,807	Gross, Linda	94,328
Geall, Bonnie	95,931	Gokavi, Christina	69,928	Gross, Tracy	59,781
Gee, Kin	50,147	Goldstone, Shannon	52,205	Grund, Tracy	61,076
Gelowitz, Veronica	72,179	Golem, George	70,415	Gryschuk, Paul	51,679
Genoves, Gilma	57,095	Goodtrack, Jacquelin	61,455	Guenther, Sharon	60,191
Genoves, Wilbert	80,148	Gordon, Sheila	50,628	Guenther, Zonia	54,005
Gentles, Shirley	117,985	Gorin, Valerie	69,176	Guerra, Fernando	69,417
George, Monique	51,201	Gornil, Faye	61,275	Guerrero Oneil, Marielena	76,749
Gerein, Brenda	75,365	Gotchia, Guylaine	122,660	Guest, Tamara	64,239
Gerein, Ruth	60,429	Gottselig, Anita	61,326	Guillemin, Jo Anne	69,227
Gerhardt, Brenda	50,550	Gottselig, Darryl	68,487	Gummeson, Maryellen	74,499
Gerhardt, Theresa	70,467	Goud, Bonnie	55,645	Gunn, Gerald	77,894
Germaine, Sandra	78,462	Goudreau, Robert	69,612	Guraluk, Sheila	83,256
Gerrard, Shirley	73,496	Goudy, Myles	59,255	Gurskey, Connie	57,295
Gerster, Yvonne	79,461	Graessli, Amanda	68,856	Gustafson, Wanda	59,941
Gessner, Dusten	70,475	Graessli, Dea	73,818	Gutwin, Kim	79,550
Getz, Alice	99,875	Graff, Yvonne	93,315	Guy, Sheri	51,317
Gibney, Nicole	67,499	Graham, Arlene	77,127	Gwilliam, Rosella	76,180
Gibson, David	67,686	Graham, Jeanette	61,370	Haas, Erin	67,372
Gibson, Drew	58,562	Grahame, Sophie	57,149	Hack, Katherine	64,249
Gibson, Jeff	121,387	Grainger, Christina	67,938	Hack, Tracy	53,193

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Individual	Payment	Individual	Payment	Individual	Payment
Hadwen, Marilyn	52,396	Hartley, Karen	58,606	Herbert, Tamara	65,509
Hagen, Naomi	79,617	Hartley, Laurie An	75,424	Herbison, Sherry	70,045
Hagerty, Tamara	57,501	Hartley, Teresa	67,433	Herchuk Norris, Lorie	62,772
Hagman Obst, Lana	61,364	Hartman, Maria	66,415	Herczakowski, Leanne	67,502
Hagman, Kelli	61,931	Hartness, Collin	85,835	Herman, Jacquelin	63,173
Haid, Lori	61,965	Hartney, John	90,050	Herndier, Crystal	56,304
Haines, Michael	82,118	Hartwell, Randi	78,919	Herod, Corey	88,406
Haines, Winnifred	71,795	Harty, Carolyn	77,752	Herperger, Kristy	63,171
Hains, Deana	76,412	Harvey, Ella	78,641	Herr, Greg	60,441
Halbgewachs, Maxine	65,438	Hashem, Shannon	53,177	Herzog, Sharla	56,746
Hale, Barbara	72,209	Hassan Youssef, Mohamed	82,245	Hewitt Creek, Gabrielle	70,469
Haleem, Fatima Za	70,061	Haukaas, Barry	72,395	Hewitt, Lisa	55,881
Haliwyz, Kathleen	50,482	Hauser, Corina	72,842	Hextall, Denise	70,598
Hall, Collette	109,607	Hauser, Jeff	62,248	Hextall, Gail	54,168
Hall, Darla	76,559	Hauser, Kara	70,464	Heywood, Danae	62,458
Hall, Leanne	58,776	Hawco, Nicole	70,828	Hicke, Janice	67,420
Hall, Shirley	63,516	Hawes, Cynthia	63,156	Hicke, Sheena	64,234
Hall, Trevor	86,927	Hawkins, Cynthia	70,747	Hickey, Jacquelin	72,787
Halladay, Amanda	58,605	Hawkins, Pamela	64,592	Hickie, Laurie	71,971
Halldorson, Hallie	69,862	Hayes, Penny	57,094	Hicks, Daniel	51,926
Hamelin, Paula	62,985	Hayes, Trista	54,383	Hicks, Tara	64,695
Hameluck, Paul	76,738	Haynes, Jennie	52,633	Hiebert, Brenda	80,828
Hamilton, Mary	71,308	Hazen, Michelle	67,618	Hiebert, Katie	60,725
Hancock, Heather	55,243	Head, Helen	77,860	Hiebert, Orrey	75,534
Hanna, Shari	69,644	Heaney, Celeste	81,029	Hiebert, Sharon	66,524
Hannah, Rhonda	91,232	Heathcote, Debra	68,941	Hiebner, Linda	66,696
Hannah, Suzanne	73,904	Heathcote, Jon	67,589	Hildebrand, Teresa	66,971
Hanowski, Alicia	69,528	Hedlund, Dave	114,631	Hill, Daniel	57,346
Hansinger, Sonia	60,955	Heebner, David	87,946	Hill, Donna	51,235
Hanson, Brenda	102,842	Heenan, Donald	54,633	Hill, Keith	63,846
Hanson, Nancy	65,573	Hegedus, Beverley	68,480	Hill, Micheal	71,753
Hanson, Trisha	63,218	Hegglin, Karen	61,835	Hillier, Justin	85,038
Harder, Brenda	66,940	Heimlick, Leanne	59,705	Hillyard, Leonard	65,317
Harder, Erin	55,239	Hein, Andrea	53,208	Hincks, Candace	55,345
Harder, Ruth	67,121	Hein, Carol	81,576	Hipfner, Carol	57,680
Hardy, Marion	52,673	Hein, Colin	77,117	Hiscock, Joelene	58,790
Harker, Kendra	66,724	Hein, Jeffrey	66,180	Hitchcock, Edward	64,848
Harkness, Cara	80,415	Hein, Shannon	70,527	Hitchcock, Trudy	98,174
Harle, Connie	74,904	Heinrichs, Menno	76,946	Hladun, Deanna	93,660
Harley, Raylene	53,541	Heller, Wendy	61,736	Hnidek Wilson, Lydia	72,015
Harmer, Jack	61,013	Hembroff, Barbara	68,958	Hobbins, Melanie	60,738
Harper, Catherine	52,873	Hendrickson, Brenda	87,974	Hodgins, Debra	74,206
Harris, Charlotte	63,072	Henneberg, Patricia	57,620	Hodgson, Barbara	72,615
Harris, Yvonne	70,271	Hennie, Debra	71,903	Hodson, Dellina	64,670
Harrison, Heather	62,910	Hennink, Maurice	236,049	Hodson, Paul	76,208
Harrison, Ian	69,510	Henry, Doris	67,167	Hoeflicher, Jean	53,268
Harrison, Kimberley	64,792	Hepworth, Shelley	56,852	Hoeft, Marie	66,135
Harrison, Lorrie	58,280	Herasymuik, Elaine	76,946	Hofer, Sandra	64,778
Harrison, Scott	77,767	Herauf, Cindy	53,699	Hoff, Judy	78,003
Harrison, Terry	50,127	Herauf, Reesha	58,245	Hoffart, Jan	66,782

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Individual	Payment	Individual	Payment	Individual	Payment
Hoffarth, Kristin	61,362	Hovind, Colleen	59,941	Ingram, Pamela	59,005
Hoffman, Penny	56,280	Howat, Henriette	87,070	Ingrouville, Bonny	70,345
Hoffman, Shelley	81,061	Howden, Janice	69,547	Innes, Heather	79,833
Hoffmeyer, Anette	71,311	Howell, Lorna	67,424	Irvine, Erin	73,046
Hogg, Sarah	88,447	Howie, Douglas	71,284	Irwin, Jamie	78,261
Hogg, Shawna	61,423	Howie, Naomi	73,261	Isaac, Michelle	72,307
Holden, Amy	57,610	Hozempa, Darlene	51,277	Isaak, Joan	74,617
Holden, Kathryn	67,628	Hrynowetsky, Denice	80,268	Issel, Brenda	73,215
Holfeld, Sandra	58,129	Hrynowetsky, Sheldon	79,953	Issel, Curtis	84,648
Hollebeke, Coleen	61,895	Huber, Kristyn	65,780	Isted, Cheryl	55,949
Hollinger, Colleen	69,408	Huber, Sharon	73,581	Ivanochiko, Elizabeth	101,713
Hollinger, Phyllis	56,432	Hubic, Tracy	50,207	Iverson, Paul	75,346
Hollinger, Wanda	60,485	Hubich, Fran	65,225	Ives, Roger	66,283
Hollingshead, Kelli	51,982	Hubich, Kathy	54,934	Izumi, Caroline	70,502
Hollis, Ruth	63,146	Hubick, Jackie	71,857	Jackiw, Susan	81,091
Holmes, Lisa	50,463	Hubick, Murray	93,435	Jackson, Donna	72,971
Holmes, Marcia	72,283	Hudell, Melinda	70,096	Jackson, Jeffery	75,094
Holmstrom, Carol	52,120	Hudson, Dena	58,128	Jackson, Joy	81,061
Holness, Kandace	62,924	Huebner, Sheryl	52,182	Jackson, Linda	71,886
Holt, Shawna	54,214	Huel, Jeannette	57,053	Jackson, Shannon	85,110
Holt, Terresa	60,549	Huel, Lynda	68,381	Jacob, Bernadett	52,808
Homes, Brenda	57,584	Hueser, Mary Ann	67,087	Jacobs, Dawn	62,441
Homes, Wendy	69,960	Hugel, Eugene	66,693	Jacobson, Pat	56,232
Hominuke, Shari	70,418	Hughes, Patricia	60,081	Jacobson, Shelley	61,462
Hoogeveen, Beryl	63,208	Hui, Bosco	85,760	Jalloh, Bashir	59,778
Hoogeveen, Lance	62,743	Hungle, Christine	51,870	Jamroziak, Jerzyk	55,204
Hooker, Cara	60,481	Hunko, Valerie	106,496	Janotta, David	52,586
Hooker, Paula	70,403	Hunt, Stacy	77,777	Jardine, Jeannette	57,573
Hooper, Vivian	57,097	Hunter, Della	93,965	Jaster, Brian	64,034
Hopfauf, Lori	86,294	Hunter, Nancy	72,808	Jaster, Nicole	59,619
Hopkin, Erica	84,908	Hunter, Susan	59,642	Jaworski, Brenda	67,089
Hopkin, Erin	64,726	Huntley, Donna	76,992	Jeannot, Sharon	53,128
Hopkins, Anna	75,858	Husak, Margaret	73,099	Jennett, Steven	68,800
Hopson, Heather	52,817	Hutchings Besse, Janice	106,258	Jensen, Chris	74,318
Horbach, William	130,597	Hutchinson, Marian	123,412	Jensen, Karen	58,319
Hordyk, Elisa	69,288	Hutt, Amy	68,806	Jeske, Beverly	75,591
Horejda, Natalie	67,947	Huynink, Kerry	54,592	Jeske, Winona	70,287
Horne, Iris	60,151	Huys, Deborah	79,695	Johannson, Kevin	63,804
Horner, Daphne	57,226	Hyer, Jeanne	57,158	Johns, Kirby	91,952
Horse, Lucille	57,924	Hynds, Shannon	58,031	Johnson, Bonnie	50,911
Horsman, Barbara	73,964	Hysuick, Kerri	63,584	Johnson, Brenda	74,090
Horsman, Paulette	115,640	Iannetta, Victoria	65,873	Johnson, Cherie	53,117
Horton, Christine	81,505	Idem, Idi	51,093	Johnson, Dawn	55,519
Horvath, Joyce	61,099	Ilsort, Debra	52,442	Johnson, Janis	108,860
Horvath, Lois	89,966	Ing, Barbara L	67,280	Johnson, Jeannette	71,638
Horvey, Lisa	74,369	Ingham Petrescue, Carol	50,493	Johnson, Julie	70,045
Hosaluk, Suzanne	69,371	Ingham, Darren	73,444	Johnson, June	52,462
Hotchen, Marlene	68,354	Ingleby, Joanna	72,224	Johnson, Krista	61,231
Hough, Jan	69,393	Ingram, Jennifer	72,427	Johnson, Laurie	73,480
Hoult, Donna	67,244	Ingram, Lynne	79,679	Johnson, Pamela	65,370

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Individual	Payment	Individual	Payment	Individual	Payment
Johnson, Patti	68,707	Keenan Arp, Cathy	81,061	Klein, Lana	92,890
Johnson, Penelope	62,678	Keenan, Louise	97,892	Klein, Lori	72,065
Johnson, Sara	67,006	Keep, Sandra	74,316	Klein, Tom	82,666
Johnson, Sherry	71,934	Keith, Ellen	73,779	Klempner, Dianne	61,874
Johnson, Vaughn	121,574	Keleman, Jacquelin	50,971	Kletchko, Joanne	69,539
Johnson, Wayne	50,848	Keleman, Kathy	61,502	Klimek, Gail	72,922
Johnston, Heather	72,729	Keller, April	57,603	Klisowsky, Allan	54,664
Johnston, Jolene	67,513	Keller, Leigh	73,968	Klock, Lori	63,222
Johnston, Lorraine	72,169	Kellington, Beverly	76,909	Klotz, Kathy	58,404
Jolly, Shannon	62,786	Kellington, Grenda	70,533	Klotz, Steven	83,440
Jones, Edward	431,903	Kelly, Bette	64,193	Kluk, Debra	78,625
Jones, Judith	53,751	Kelly, Sheila	56,502	Kluk, Dennis	75,006
Jones, Karen	68,211	Kemp, Michelle	64,845	Klyne, Joseph	54,153
Jones, Keri Lyn	53,937	Kempton, Brian	64,998	Knapman, Jamie	68,128
Jones, Sandra	68,781	Kendrick, Susan	70,033	Knapp, Randall	113,692
Jonsson, Meranne	69,933	Kennedy, Leigh	89,790	Knibbs, Richard	59,953
Jordens, Jaime	59,287	Kennedy, Liana	62,924	Knoll, Erinn	52,613
Jordens, Sheila	68,025	Kennedy, Rachel	59,276	Knoll, Jennifer	52,533
Jordheim, Gerald	67,772	Kennedy, Trena	62,489	Knowles, Elizabeth	50,010
Jors, Roberta	70,116	Kerr, Jodi	57,801	Knox, Jamie	54,289
Jose, Neena	67,735	Keulen, Lynn	73,647	Koch, Lesley	50,050
Joseph, Roy	64,836	Keyowski, Terrance	69,930	Koch, Paula	58,869
Jumaga, Evelyn	83,120	Keyowski, Theresa	77,577	Koffler Hubbs, Loralyn	94,232
Kach, Deborah	57,599	Khalifa, Amer	428,910	Kohl, Dan	111,069
Kachaluba, Tamara	73,106	Khan, Bibi	131,807	Kohm, Karen	52,228
Kaedan, Annette	69,561	Khuber, Sarbjit	52,498	Kokoski, Lorrie	63,563
Kaip, Steven	62,330	King, Brenda	70,284	Kolb, Lavonne	73,839
Kalapesi, Zarin	395,560	Kinneberg, Lone	73,151	Kolke, Marilyn	59,550
Kambeitz, Shelley	51,870	Kinney, Patricia	71,649	Kolls, Lorna	64,473
Kanciruk, Pamela	83,250	Kinney, Wendy	104,513	Kopelchuk, Leah	62,609
Kane, Kyra	65,216	Kinvig, Valerie	55,742	Kopytko, Kasandra	58,625
Kapell, William	58,276	Kirby, Angus	377,930	Korbo, Trina	58,461
Kapp, Allison	58,377	Kirby, Joanne	70,597	Korchinski, Jaime	91,148
Karapita, William	58,900	Kirby, Lois	68,919	Koronkiewicz, Carol	54,106
Kardynal, Ben	70,217	Kisilowski, Mary	87,541	Kosabek, Debbie	85,803
Karunakaran, Kumudhini	231,377	Kissel, Kevin	59,195	Kosar, Deloris	74,004
Karza, Phil	81,337	Kitchen, Brent	93,675	Koshman, Dalynne	70,250
Kashmere, Dianne	63,255	Kitz, Natasha	76,303	Kostiuk, Cheryl	57,902
Katchuck, Connie	61,388	Klassen, Carol	155,250	Kostiuk, Laurie	56,047
Katchuk, Dennis	58,639	Klassen, Cassandra	68,401	Kostiuk, Sarah	64,274
Kathol, Lorna	82,707	Klassen, Nadine	74,955	Kot, Nancy	69,025
Kattler, Donna	56,635	Klassen, Peggy	96,485	Kot, Pamela	68,941
Katzberg, Blaine	83,202	Klassen, Tanya	77,824	Kotowich, Richard	67,617
Katzell, Nicole	56,465	Klebeck, Deana	70,688	Kotylak, Rhonda	73,546
Kauk, Dianne	56,977	Klein, Carl	86,294	Koutsoulis, George	76,766
Kausar, Rehana	55,852	Klein, Carollynn	52,500	Kowalyk, Kristine	76,659
Kaytor, Jeanette	72,594	Klein, Deanna	58,264	Koza, Scott	55,758
Kaytor, Jill	65,546	Klein, Jennifer	60,998	Kozack, Katherine	86,470
Kaytor, Rae	76,631	Klein, John	69,783	Kozak, Bill	56,526
Kaytor, Susan	51,581	Klein, Julie	60,608	Kozak, Lori	74,846

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Individual	Payment	Individual	Payment	Individual	Payment
Kozak, Susan	56,826	Lafayette, Esther	80,747	Lazurko, Susan	61,261
Kozak, Tammy	63,415	Lafleur, Lisa	60,349	Leader, Jodi	50,368
Kozakewich, Carol	65,458	Laird, Marnie	60,265	Leblanc, Patricia	54,540
Kozakewycz, Diane	75,390	Lakhdari, Mohammed	59,994	Leboutillier, Colleen	60,725
Kozusko, Jarrett	72,953	Lamarche, Shawn	67,220	Lebruno, Patricia	70,392
Kraemer, Diana	78,075	Lamb, Patricia	74,061	Lebruno, Roger	64,048
Kraetzig, Maria	85,659	Lambert, Jennifer	61,867	Lechinsky, Debbie	65,929
Kraft, Sherry	70,107	Lambsdown, Dorothy	51,959	Lee, Angeline	101,233
Krahenbil, Elizabeth	60,297	Lamers, Dana	55,759	Lee, Maureen	67,301
Krahn, Deborah	68,358	Landry, Timothy	91,714	Lee, Patricia	67,414
Krahn, Kathy	103,436	Lang, Bruce	95,982	Leech, Lanna	67,066
Krahn, Sharon	65,802	Lang, Danita	61,121	Legault Wilson, Dionne	95,824
Kramer, Joanne	70,276	Lang, Edith	70,251	Legault, Cheryl	66,249
Kramer, Nancy	81,847	Lang, Kelly	79,357	Legault, Dana	74,925
Krause, Catherine	65,924	Lang, Michael	82,499	Legault, Lydia	84,379
Kraushar, Larry	70,273	Lange, Simon	66,874	Leggott, Michelle	56,469
Kreis, Debbie	71,542	Langevin, Monica	64,940	Lehr, Craig	59,270
Kreke, Doris	63,682	Langford, Judy	73,747	Lehr, Ellen	61,309
Krenz, Trudy	59,552	Langford, Karen	75,143	Leibel, Florence	56,694
Kress, Dorena	69,413	Langgam, Lou	83,417	Leibel, Greg	92,131
Krieger, Laureen	69,092	Lanigan, Krista	62,738	Leier, Barbara	70,642
Kristoff, Anna	65,853	Lanz, Allison	53,225	Leier, Rose	69,673
Krogsgaard, Lorraine	59,286	Lanz, Lawny	89,708	Leier, Toulakone	96,193
Krohn, Sheila	67,167	Laplan, Dora	53,304	Leighton, Alayne	57,404
Kruszelnicki, Trina	58,092	Larden, Ross	68,808	Leippi, Dawn	69,813
Krysak, Kathleen	69,605	Larkin, Colleen	70,995	Lemoine, Julie	66,573
Kubiak, Angela	70,422	Larose Heidt, Gail	52,226	Len, Dennis	89,844
Kuhtz, Tracy	86,373	Larrivee, Diane	148,057	Len, Rheanna	65,893
Kula, Alicia	116,398	Larsen, Derrick	101,850	Leniuk, Terri	72,865
Kullman, Pauline	71,342	Larsen, Judy	70,443	Leon, Tina	56,166
Kummer, Susan	77,568	Larsen, Pamala	78,055	Leonard, Ellie	74,027
Kuntz, Agatha	59,515	Larson Olmstead, Arinda	85,994	Leonard, Shauna	77,116
Kuntz, Donald	101,519	Larson, Joan	64,347	Lerner, Diana	72,908
Kuntz, Lynn	64,196	Larson, Laureen	101,310	Leroux, Judy	66,806
Kunz, Koreena	54,202	Larson, Maria	53,810	Leruyet, Charmayne	74,764
Kurenoff, Joanne	73,865	Laswisse, Crystal	51,423	Leshchyshyn, Crystal	50,708
Kurtz, Linda	63,168	Latimer, Christine	60,907	Lesko, Sandra	61,795
Kuruliak, Joanne	50,670	Latimer, Wanda	63,205	Lestage, Tanya	60,504
Kuyek, Dale	92,219	Latoski, Patricia	61,920	Letain, Rae Lynn	85,946
Kuzma, Bettyann	58,172	Latrace, Susan	52,737	Letain, Selena	70,435
Kuzyk, Karen	61,112	Laumari Hartmier, Barbara	70,166	Letang, Artis	85,633
Kwan, Davin	69,878	Laursen, Brian	155,409	Leurer, Deanne	53,709
Kydd, Jason	71,001	Laursen, Victoria	58,145	Levasseur, Eyke	72,300
Kyle, Catherine	70,603	Lavanway, Amber	82,059	Leverick, Gordon	130,707
Kyrylchuk, Sharon	62,085	Lavoie, Pamela	56,536	Leverington, Jessica	60,182
Labelle, Esther	71,017	Lawrence, Monica	93,880	Levesque, Linda	60,266
Labensky, Cheryl	66,481	Lawrence, Robin	69,539	Levesque, Michelle	64,399
Lacoossiere, Anita	53,464	Lawson, John	65,586	Lewicki, Laura	65,878
Lachambre, Roxanne	67,131	Layne, Bob	111,869	Lewis, Bernice	80,946
Lacroix, Lori	67,962	Layton, Jennifer	62,008	Lewis, Carol	60,354

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Individual	Payment	Individual	Payment	Individual	Payment
Lewis, Daniel	88,999	Luciuk, Leann	62,524	Mahoney, Patricia	58,963
Lewis, Katherine	59,757	Luff, Pat	60,553	Maier, Janet	74,595
Li, Yali	60,722	Lukey, Patrick	85,514	Mailloux, Angele	53,875
Liepold, Gloria	57,411	Lund, Starla	69,849	Mak, Joanne	53,401
Lindemann, Debi	59,582	Lunde, Kenda	64,158	Makelki, Catherine	84,682
Lindgren, Chantelle	59,688	Lundeen, Coleen	71,371	Makie, Catherine	74,697
Lindsay, Rae	71,889	Lundy, Debbie	81,838	Maksymew, Sharon	69,315
Lindstrom, Jane	74,965	Lunnin, Lori	60,604	Malach, Shirley	68,750
Lindstrom, Lee	54,343	Luterbach, Colleen	98,189	Malang, Edwin	88,834
Line, Douglas	54,891	Luther, Jeanette	66,832	Malang, Marissa	69,948
Linklater, Bonnie	52,466	Lynch, Brant	65,218	Malegus, Ken	68,696
Linklater, Meegan	59,587	Lynch, Tera	57,476	Mali, Bahera	290,661
Linton, Janna	55,524	Lynn, Sandra	66,537	Malinowski, Eleanor	65,659
Lionetti, Donna	63,687	Maas, Allison	88,660	Mallory, Joanne	67,494
Lipon, Marlene	62,373	Mabee, Sonja	69,881	Maloughney Herbe, Patricia	64,256
Lippai, Jennifer	77,353	MacAuley, Katherine	51,211	Mamchur, Grant	107,671
Litzenberger, Angela	66,797	MacAusland Berg, Dianne	68,345	Manalo, Lulu	61,472
Litzenberger, Kathryn	65,166	MacCallum, Miranda	55,569	Mancuso, Debra	92,629
Lizee, Rona	58,460	MacDonald, Alison	78,214	Mann, Doug	61,016
Ljubic, Donovan	83,328	MacDonald, Jill	54,290	Mann, Joan	56,201
Llarena, Melanie	121,459	MacDonald, Scott	70,182	Mann, Joan	73,475
Lloyd, Dorothy	74,789	MacDonald, Viola	59,764	Mann, Suba	182,172
Lloyd, Kathleen	79,637	MacDougal, Shawna	66,943	Mann, Teri	70,698
Lochbaum, Roberta	59,459	MacIntosh, Ian	55,384	Mantyka Whitford, Elaine	77,054
Lockeridge, Keith	60,671	Mack, Ellen	74,654	Manz, Joanne	70,843
Lockert, Elizabeth	81,104	MacKay, Cheryl	64,677	Marchant, Karla	58,503
Lockert, Lori	76,105	MacKenzie, Bonnie	69,926	Marcil, Allison	100,569
Loffler, Janice	67,795	MacKenzie, Karen	64,182	Marin, Donna	79,303
Logan, Edna	72,235	MacKey, Denise	65,116	Marissen, Debby	88,180
Lolacher, Susan	73,021	Macknak, Brenda	50,312	Markle, Tracy	64,376
Lomenda, Janice	58,166	Macknak, Errin	64,320	Markwart, Carol	71,201
Lonethunder, Vivian	59,280	MacLennan, Deborah	74,230	Markwart, Corinne	76,677
Longman, Wendy	77,470	MacMillan, Carolynn	62,734	Markwart, Lori	58,755
Longpre, Odile	59,189	MacMillan, Leanne	60,564	Marsh, Maureen	94,489
Lorenz, Anita	58,226	MacMillan, Robert	81,848	Marshall, Bonny	54,771
Loucks, Cheryl	52,574	MacMillan, Ryan	56,642	Marshall, Dean	87,190
Lough, Maureen	74,899	MacPhee, Linda	66,363	Marshall, Doris	84,777
Louis, Debbie	53,422	MacPherson, Anita	60,752	Marshall, Joan L	70,707
Lourie Mackenzie, Cathy	71,231	MacPherson, M Janice	62,441	Martens, Andrea	68,224
Love, Richelle	53,910	MacPherson, Roxanne	61,738	Martens, Morgan	67,965
Low, Ken	81,061	MacRobert, Helen	53,415	Martens, Sandra	70,171
Low, Margot	67,876	MacTavish, James	70,804	Martin, Arlene	60,879
Lowe, Jennifer	65,326	Mader, Darlene	77,605	Martin, Donalee	69,417
Lowenberg, Candace	73,949	Madrilejos, Estefania	69,340	Martin, Donna	81,470
Lowey, Jana	69,870	Maduck, Tricia	81,717	Martin, Marc	69,940
Lowey, Judith	60,722	Magnaye, Za	55,943	Martin, Neoma	67,236
Lu, Xiaoqing	68,440	Magnuson, Maureen	73,372	Martin, Shirley	71,011
Lubas, Mirek	56,815	Magotiaux, D Arcy	118,766	Martinson, Alexandra	96,575
Lucero, Dranreb	93,089	Mah, Jeffrey	72,638	Marynick, Marlin	73,096
Luciak, Ken	94,550	Maher, Cara	57,982	Mason, Jeff	53,509

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Individual	Payment	Individual	Payment	Individual	Payment
Mason, Linda	94,637	McDermaid, Karen	94,061	McPeek, Randy	71,255
Massier, Candice	75,937	McDermit, Tamara	69,514	McPhee, Linda	78,335
Massine, Darlene	64,059	McDonald, Elizabeth	66,726	McPherson, Bernadett	70,526
Masson, Koren	72,551	McDonald, Jayne	69,427	McPherson, Debbie	80,322
Masson, Taylor	55,700	McDonald, Patricia	68,612	McStay, Sharron	66,719
Masters Guest, Renee	66,583	McDonald, Paulette	81,506	McTaggart, Angela	61,665
Masters, John	93,660	McDougall, Brad	67,022	McTavish, Betty	54,503
Masters, Sandra	67,450	McDougall, Elizabeth	70,391	Measner, Kelly	57,326
Matheis, Jacob	55,687	McGeough, Lorie	89,256	Meider, Monica	74,127
Mathie, Linda	66,249	McGifford, Delores	67,089	Melenchuk, Mary Anne	66,969
Matravolgyi, Kristin	58,907	McGill, Nancy	100,169	Melnechenko, Jody	67,869
Matt, Sonja	102,481	McGillicky, Sidney	61,235	Menzies, Kelli	73,351
Matthews, Faye	62,355	McGown, Brandi	67,369	Mercer, Dawna	65,906
Matthews, Shelley	55,041	McGrath, Elizabeth	80,116	Mercer, James	79,274
Matties, Debbie	72,481	McGregor, Nikki	59,883	Mercier, Maria	54,362
Matwiy, Jacquelin	67,073	McHardy, Darlene	84,100	Mergen, Kathleen	55,469
Matz, Ursula	55,385	McIlmoyl, Matthew	55,978	Merk, Lisa	60,511
Maupin, Karen	107,015	McIlwaine, Christa	60,127	Merriam, Debbie	69,608
Maurer, Nancy	50,268	McIntaggart, Glen	63,632	Merritt, Valerie	98,585
Maw, Lester	66,662	McIntosh, Beverly	64,582	Metz, Gina	52,639
Maycong, Maggie	115,289	McIntosh, Monique	70,038	Metzler, Tammy	57,485
Mayes, Stan	57,036	McKay, Darcy	91,357	Michayluk, Gordon	94,518
Maynes, Julie	75,947	McKechnie, Marlene	75,153	Michon, Gerald	63,260
Mazur, Janelle	74,104	McKellar, Hector	69,798	Middelkoop, Shayleen	75,219
Mazur, Janet	83,232	McKenzie, Crystal	55,499	Middleton, Lanna	65,682
Mazur, Mark	101,465	McKenzie, Sharron	55,726	Mihalicz, Helen	55,937
Mazuren, Dixie	70,232	McKenzie, Virginia	61,245	Mihalicz, Linda	59,515
McAleese, Roberta	51,966	McKibbin, Kathy	65,153	Mile, Clay	74,870
McAuley, Karen	51,269	McKim, Darcy	70,955	Mileusnic, Leposava	81,603
McAuley, Valerie	68,658	McKinley, Lynda	62,838	Millama Luna, Alma	52,186
McAvoy, Erin	64,588	McKinnon, Faye	64,954	Millama, Zenaida	176,710
McBride, Jessica	59,126	McKnight, Brenda	57,158	Milleker, Lisa	58,292
McCabe, Debra	81,660	McKnight, Tracie	61,989	Miller, Adrienne	61,819
McCall, Elizabeth	65,930	McLaren, Wendy	63,035	Miller, Beverly	65,246
McCallum, Karen	67,406	McLaughlin, Leanne	52,491	Miller, Carol	74,082
McCann, Linda	87,014	McLaughlin, Linda	67,918	Miller, Diane	67,401
McCann, Michael	70,777	McLean, Bonnie	56,042	Miller, Heather	86,112
McCann, Nancy	74,576	McLean, Charlotte	68,385	Miller, Lauren	60,777
McCann, Orinda	67,394	McLean, Dixon	68,988	Miller, Lois	55,574
McCaw, Dianne	63,272	McLean, Sharon	58,324	Miller, Margaret	59,669
McCaw, Mitsy	72,588	McLean, Theresa	88,238	Miller, Samantha	80,445
McClement, Sam	68,161	McLeod, Melanie	84,960	Miller, Shirley	67,078
McConnell, Charlene	66,733	McMechan, Janet	68,262	Milner, Thomas	296,997
McConnell, Denise	70,566	McMillan, Stewart	85,763	Minifie, Rhonda	84,010
McConnell, Susan	61,095	McMorris, Donna	55,224	Mintenko, Joy	86,784
McCorriston, Sheri	60,082	McMullen, Cathy	70,130	Minto, Patricia	50,229
McCrea, Raymond	58,630	McNamara, Anne	52,168	Mirva, Denise	83,140
McCrystal, Doreen	50,139	McNaught, Connie	61,975	Miskiman, Todd	93,953
McCullough, Lois	58,485	McNaughton, Donna	62,652	Misskey, Eunice D	67,705
McCurry, Terryann	78,819	McNeil, Dawn	116,623	Mitchell, Angie	60,775

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Individual	Payment	Individual	Payment	Individual	Payment
Mitchell, Danita	50,254	Mureseanu, Alison	50,438	Nielsen, Doug	71,928
Mitchell, Trina	72,575	Murphy, Jessica	56,296	Nielsen, Heather	51,798
Moberly, P Dianne	86,621	Murray, Chelsea	63,171	Nielsen, Terry Lyn	80,751
Moeller, Michelle	62,005	Murray, Mark	85,821	Nieminen, Heather	56,068
Moerike, Janis	50,547	Murray, Robert	63,044	Nieminen, Shannan	65,018
Moffatt, Jocelyn	61,416	Muscoby, Donald	54,102	Nieto, Lori	54,855
Mohl, Regan	61,051	Mwale, Mwangala	84,668	Ninan, Abraham	340,308
Mohr, Ann	73,014	Mwela, Judy	69,254	Ning, Lianne	69,737
Mohr, Janet	51,539	Myers, Carol	70,769	Nistor, Brad	62,987
Mohr, Nicole	56,301	Myles, Wanda	57,457	Noble, Christa	56,477
Molesky, Carla	71,832	Myrah, Michele	78,147	Nolin, Colleen	80,955
Molesky, Louise	83,135	Myren, Reta	52,127	Nordgulen, Terry	58,003
Mollison, Deborah	89,394	Mytopher Benoit, Lori Ann	62,989	Nordwick Chan, Kim	89,922
Molnar, Colleen	93,660	Nadiger, Cathy	76,731	Norick, Barbara	72,334
Molson, Bev	67,032	Nagy, Francis	56,708	Norman, Christoph	74,055
Montanini, Lorna	90,944	Nagy, Tess	63,780	Norman, Marcey	65,535
Monteith, Bernadett	50,637	Nagy, Valda	56,017	Norman, Patti	68,915
Montenegro, Shelley	69,092	Nakonechny, Ashley	53,904	Norminton, Jim	51,716
Monteyne, Barry	75,917	Nalwamba, Rhoda	96,092	Norris, Lisa	59,158
Monteyne, Dianne	68,493	Nameth, Sharon	55,932	Novak Galgan, Harriett	89,869
Moore, Melissa	68,105	Nasser, Roseann	71,832	Novak, Karen	68,972
Moore, Michelle	53,911	Natyshak, Merle	80,115	Novak, Rhonda	53,974
Moore, Robert	59,838	Neis, Cyndi	57,969	Novik, Lori	60,413
Moore, Sheila	70,889	Neison, Valerie	95,116	Nugent, Carol	71,692
Morari, Brenda	97,416	Nelson, Beverly	88,598	Nugent, Karen	58,460
Morehouse, Sabrina	52,814	Nelson, Bonnie	77,116	Nurse, Byron	79,595
Moreside, Susan Ann	71,407	Nelson, Danielle	78,496	Nurse, Shawna	59,866
Morgan, Randy	60,120	Nelson, Diane	75,587	Nuttall, Janice	68,064
Morgan, Stuart	57,111	Nelson, Dwight	284,649	Oakes, Larry	64,156
Morhart, Stacey	60,723	Nelson, Jean	70,551	Oberndorfer, Gillian	94,995
Morissette, Ryan	89,480	Nelson, Joanne	53,063	Obst, Marjorie	69,902
Morris, Jaclyn	55,411	Nelson, Jocelyn	53,939	Obyrne, Patrick	96,167
Morris, Linda	51,833	Nelson, Nadeane	69,450	Ocampo, Rosalie	54,964
Morrison, Jodie	59,943	Nelson, Rhonda	61,663	Ochitwa, Sandra	68,015
Morrison, Lisa	53,932	Nernberg, Sheryl	66,358	Ochoa, Patricia	63,276
Morrison, Sandra	67,157	Nestman, Nicole	52,673	Oconnor, Fiona	68,362
Moses, Melissa	61,238	Neuls, Frances	98,330	Oconnor, Grace	55,363
Mosewich, Cindy	89,570	Neumann, Barbara	80,409	Octubre, Penafranc	77,446
Moskal, Penny	59,030	Neumann, Carey	53,963	Ogibowski, Theresa	72,987
Mowat, Christine	50,456	Neumann, Harry	74,503	Ogilvie, Lore	97,471
Moyer, Gordon	69,533	Neville, Susan	148,057	Ogrodnick, Nancy	77,627
Mpundu, Regina	81,044	Newcombe, Susan	64,199	Okeadu, Justina	55,906
Mroske, Lisa	72,413	Newton, Mae	78,684	Olate, Marta	50,776
Mucha, Traci	59,010	Newton, Richard	53,308	Olbrich, Robert	54,655
Muir, Erin	63,265	Ngilangil, Mercedes	55,607	Oliver Carson, Stacey	64,504
Mulilo, Petronell	98,520	Ngoka, Grace	62,995	Ollinger, Karen	66,402
Muller, Karen	67,860	Nguyen, Cuong Duc	52,139	Olson, Curtis	72,530
Munns, Tiffany	63,566	Nguyen, Thuy	99,915	Olson, Pamela	67,462
Munro, Chrissy	56,687	Nichol Langlais, Barbara	52,920	Olson, Troy	68,105
Munson, Russell	69,600	Nichol, Christine	63,102	Olson, Wendy	64,315

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Individual	Payment	Individual	Payment	Individual	Payment
Omoth, Barbara	89,305	Pamintuan, Amanda	58,474	Perkins, Susan	86,825
Onagi, Maxine	65,917	Panchuk, Clayton	67,166	Perras, Tracy	55,428
Onyskevitch, Brandi	50,186	Panchuk, Darlene	53,502	Perrault, Shantel	55,473
Oquinn, Sheryl	76,108	Panchuk, Douglas	90,712	Perrin, Jonathan	72,422
Orasan, Loredana	68,929	Pantel, Chris	61,984	Perrin, Laura	53,373
Orban, Dale	70,045	Pappas, Sam	70,136	Persson, Barbara	62,782
Orell, Colleen	59,186	Paquette, Wayne	81,061	Persson, Jamie	56,344
Oremba, Misty	51,828	Paquin, Joanne	63,009	Peters, Amy	53,107
Orlowski, Louine	75,972	Paradis, Angela	72,075	Peters, Elfreda	57,953
Orthner, Gail	91,396	Parbery, Donna	62,242	Peters, Renae	58,322
Orthner, Joella	59,587	Pare, Judy	70,038	Peters, Wade	71,949
Orthner, Stephanie	53,055	Parent, Darla	62,757	Peterson, Kathy	60,830
Orthner, Virginia	54,691	Park, Crystal	59,700	Petrie, Maria	92,974
Osborne, Tara	67,571	Parker Ross, Christine	74,564	Petroff, Susan	74,295
Osei, Philomena	53,024	Parker, Jean	77,139	Petrychyn, Margaret	91,627
Osicki, Leonard	73,629	Parker, Robert	53,791	Petryshen, Claudia	76,978
Osiowy, Melinda	80,519	Parley, James	64,151	Pettit, Terri	84,163
Ostafie, Judith	66,594	Parsons, Lucia	74,130	Pham, Huy	94,187
Ostafie, Neil	65,558	Partaik, Susan	87,833	Phillipo Hugel, Paula	73,447
Ostapowich, Karen	88,488	Partridge, Erin	78,745	Phillips, Casey	94,333
Ostapowich, Shannon	56,428	Parvez, Naeem	50,991	Phillips, Joanne	93,660
Ostapowich, Sonia	64,437	Pascua, Milagros	58,974	Phillips, Leah	94,289
Ott, Brigid	59,831	Paseznak, Marion	134,220	Phillips, Scott	61,951
Otte, Odette	69,122	Pasion, Ricarda	68,132	Phillips, Tracy	105,338
Otten, Laurele	51,764	Paska, Rosalie	81,318	Pho, Joleen	62,862
Ottenbreit, Gaylene	56,195	Paskey, Gail	65,410	Piasta, Linda	60,643
Ottenbreit, Tammy	73,567	Paslawski, Judith	76,529	Pichette, Savanna	55,897
Ottoson, Cheryl	74,755	Paterson, Dineen	65,320	Picot, Linda	52,871
Overend, Dawn	69,372	Paul, Carla	50,685	Pidhorney, Corrinne	56,574
Owen, James	67,447	Paul, Michael	62,206	Pierce, Christina	54,812
Owens, Katherine	60,281	Paul, Steve	63,307	Pike, Greg	74,707
Ozga Bellamy, Linda	84,337	Paulhus, Blake	54,344	Pillipow, Kelvin	57,695
Ozga, Donald J	76,108	Paulhus, Gwen	71,277	Pituley, Harriette	94,384
Pachal, Laurelle	69,009	Paus, Carrie	74,631	Pitura, Susan	68,152
Pador Lee, Beverly	73,290	Paus, Victoria	62,483	Playter, Pamela	91,192
Padwal, Jaspal	56,812	Payne, Rae Anne	57,184	Plosz, Penny	73,899
Padwal, Ravinder	77,719	Peagam, Linda	56,043	Poitras, Jana	56,439
Paetsch, Dale	63,760	Peart, Cathy	55,882	Poley, Judith	50,980
Paez, Catherine	64,814	Peddle, Bobbilynn	59,912	Pollard, Sandra	67,282
Pagdilao, Rowena	77,341	Pedersen, Andrew	101,729	Pollock, Bonnie	86,340
Page, Karen	63,439	Pedersen, Dawn	62,654	Pollock, Chris	51,318
Paice, Trudy	56,400	Pederson, Lorna	93,977	Pollock, Darlene	132,628
Paiva, Maria	69,066	Pelat, Donna	61,734	Pollon, Albert	58,793
Palandri, Sandra	63,908	Pelletier, Kim	62,489	Pon, Tin Yout	146,572
Palanica, John	64,486	Peltier, Brenda	65,054	Poncsak, Debbie	67,147
Palazzo, Lee Ann	53,335	Pelzer Birtles, Andrea	58,203	Poole, Susan	69,259
Palazzo, Tony	60,700	Penner, Janice	59,424	Popescu, Janet	66,969
Palibroda, Beverly	55,885	Penner, Lyndsay	75,732	Popick, Paula	69,371
Palmer, Stacey	70,263	Peralta Elgueta, Pedro	54,169	Popil, Tara Lee	50,049
Paluck, Elan	95,814	Perchie, Glen	114,619	Popoff, Laura	86,972

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Individual	Payment	Individual	Payment	Individual	Payment
Porter, Marion	72,827	Raedeke, Maria	64,386	Ricci, Peter	99,511
Portras, Donna	76,269	Rainbow, Scott	60,165	Ricci, Stanley	67,593
Posehn, Lindsey	55,064	Ram, Suresh	89,027	Rich, Kim	76,120
Potetz Moore, Leeann	66,176	Ramos, Lalaine	65,296	Richards, Mardel	53,863
Potter, Douglas	62,355	Ramsay, Corrie	66,582	Richards, Melissa	61,273
Potter, Gladys	69,403	Ramsay, Doug	67,686	Richardson, Jayne	62,624
Potter, Ron	71,663	Ramsay, Todd	71,867	Richardson, Nancy	62,666
Potter, Vera	70,769	Ramsdell, Cathie	68,112	Richaud, Pamela	113,075
Potts, Kris	59,045	Ranalli, Greg	55,164	Richter, Deborah	67,368
Powell, Laura	56,348	Randall, Donna	86,731	Richter, Florence	67,990
Powell, Maureen	63,381	Rante, Flordeliz	70,071	Richter, Ginger	69,584
Powelson, Susan	89,248	Rapchalk, Jason	70,670	Richter, Glenn	64,240
Powers, Marilyn	56,560	Rask, Colin	93,238	Riemer, Joan	73,583
Praski, Nancy	77,669	Rathwell, Dana	51,586	Rinas, Shelly	52,634
Preikchat, Elton	60,715	Rathy, Brent	102,582	Rines, Andrea	61,443
Prekaski, Colleen	51,522	Rauckman, Christina	73,089	Rispler, Kathleen	52,899
Pretzlaw, Doreen	66,335	Reaburn, Ross	72,607	Ritchie, Shanna	60,509
Prevost, Debbie	67,216	Rector, Patricia	78,777	Ritmiller, Maryann	82,357
Primavera, Janice	68,518	Reddekop, David	64,366	Ritson, Ann	59,702
Pritchard, Beverley	65,877	Reddekop, Patrick	66,110	Rittwage, Catherine	77,069
Pritchard, Ruth	61,663	Reddekop, Vonda	62,803	Roberts, Garnet	70,877
Procyk, Yuleeann	70,081	Redenbach, Michael	130,984	Roberts, Susan	64,484
Prokopetz, Jason	53,877	Reece, Wanda	61,612	Robertson, Marian	59,789
Prokopetz, Michael	57,117	Reed, David	81,900	Robertson, Marlene	65,732
Pronych, Edith	63,848	Reed, Jennifer	52,846	Robertson, Nicole	59,653
Proudlove, Ann	73,226	Reed, Jody	71,383	Robertson, Raegan	61,788
Proulx, Sharon	66,453	Reesor, Marilyn	53,975	Robertson, Tracie	59,876
Puff, Beverly	65,946	Regehr, Ronald	68,444	Robins, Lynnette	77,396
Pugh, Myrna	70,632	Regier, Cindy	61,646	Robinson, Beryl	55,796
Pukas, Jaclyn	54,352	Regush, Tara	52,838	Robinson, Brenda	52,137
Punga, Leslie	57,162	Reichert, Sherri	61,747	Robinson, Lorrie	55,204
Purcell, Erin	82,187	Reid Leimgardt, Lorna	74,138	Robinson, Tom	97,790
Purdue, Erin	79,799	Reid, Joanne	64,634	Robison, Brent	60,281
Puri Harrison, Hema	52,986	Reid, Marilyn	69,566	Robson, Gwen	65,036
Pylatiuk, Jason	68,214	Reimer, Betty	82,417	Robson, Janice	72,193
Pylatiuk, Nicole	69,777	Reinson, Susan	54,132	Rocca, Susanna	56,629
Pyne, Elizabeth	60,333	Remoue, Marcy	74,291	Rodenbush, Jenifer	62,707
Quine, Tamara	72,447	Renner Scott, Faye	64,272	Rodger, Debbie	77,439
Quinlan, Colleen	86,523	Renwick, Patricia	73,526	Rodgers, Pamela	68,108
Quist, Cindy	60,575	Repotente, Maria Fe	55,973	Rogers, Renee	70,545
Rabbetz, Christy	67,123	Reschke, Eric	72,185	Rogerson, Heather	71,657
Racette, Andrew	82,285	Resler, Jane	70,706	Rogina, Sandy	79,550
Racette, Joyce	83,308	Rettger, Kelly	101,983	Rohatyn, Dorothy	63,576
Racette, Yvonne	67,410	Revenko, Scott	84,371	Rohrmann, Axel	68,652
Radbourne, Chantel	59,855	Revoy, Sheldon	70,212	Rohs, Pamela	62,649
Radford, Trudy	65,582	Reynard, Beth	51,233	Roland, Lisa	70,624
Radons, Shelly	73,356	Reynolds, Lorraine	57,395	Romashenko, Sandy	52,545
Radutu, George	171,742	Rhodes, Rod	56,607	Rorbeck, Barry	114,121
Rae, Justin	72,335	Riccetto, Anabella	67,849	Rorbeck, Darlene	102,986
Rae, Michelle	52,923	Ricci, Jacquelin	114,483	Rosbrook, Gloria	50,221

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Individual	Payment	Individual	Payment	Individual	Payment
Roske, Sheila	58,257	Sanderson, Robin	52,071	Schoenrock, Coralee	74,157
Rosom, Cheryl	71,103	Sandin, Sherri	77,174	Schoenroth, Johnathan	53,593
Ross, Jacalyn	56,098	Sandor, Donna	78,801	Schoenroth, Susan	107,051
Rosseker, Gail	85,940	Sandstra, Shawnna	58,601	Schoenthaler, Shelley	58,099
Rostie, Darcy	66,127	Santos, Dulce	56,108	Schonhoffer, Maurice	58,761
Roszell, Patrick	56,809	Santos, Edna	62,739	Schopf, Jackie	61,059
Rotariu, Lynn	63,214	Sanya, Lynn	103,640	Schroeder, Cindy	63,715
Rotheisler, Melanie	65,474	Sarma, Debasish	60,965	Schroeder, Debbie	66,630
Roulston, David	90,312	Sarty, Cathy	62,427	Schuba, Elizabeth	89,580
Routledge, Joy	76,296	Sauve, Melinda	62,641	Schuba, Robert C	81,462
Rowan, Karen	81,803	Savory, Robin	70,631	Schuler, Sharon	62,983
Roy, Linda	52,368	Sawatsky, Chris	73,143	Schulhauser, Michael	66,176
Roy, Valerie	93,663	Sawchuk, Dusten	79,344	Schultz, Beverley	62,983
Roysum, Lindsay	53,231	Sawyer, Valerie	73,925	Schulz, Greg	82,677
Rubrecht, Darlene	53,588	Sax, Rosanna	61,052	Schuster, Brenda	104,511
Ruda, Lisa	96,160	Saxby, Shay	56,173	Schwalm, Dwayne	79,698
Ruder, Sarah	63,631	Schaefer, Shelley	86,010	Schwartz, Janice	53,511
Ruecker, Holly	59,572	Schaeffer, Christine	53,775	Schweiger, Sandy	68,991
Ruecker, Margaret	69,941	Schafer, Krista	54,091	Schwentke, Kathleen	67,196
Runge, Gail	52,806	Schantz, Sharon	68,156	Scobie, Jennifer	54,896
Rushlow, Jodi	92,625	Schatz, Lois	73,907	Scott, Carmen	60,715
Rushton, Beverly	77,824	Scheibel, Jim	68,689	Scott, Marcia	93,660
Rusk, Kimberly	91,348	Scheibel, Michelle	72,873	Scott, Maxine	71,433
Russell, Danette	58,612	Scheidt, Coby	83,594	Scott, Michelle	61,040
Russell, Rhonda	54,360	Schell, Cindy	68,564	Scott, Stefanie	64,312
Russell, Theresa	82,315	Schell, Eloise	95,568	Scrivens, Marlene	50,223
Rutten, Erin	56,483	Schellenberg, Deborah	58,349	Sebastian, Lydia	72,806
Ryan, Arla	68,288	Scherbey, Terry	70,988	Sedlovitch, Rose	50,607
Ryan, Breanna	61,377	Scheske, Jill	57,527	Sehn, Randy	81,093
Ryan, Colleen	81,003	Scheuer, Gail	80,276	Seib, Chad	63,550
Ryan, Dianne	72,905	Schiazza, Guido	59,015	Seib, Heather	69,325
Ryan, Glen	68,825	Schick, Elizabeth	123,578	Seibel, Jackie	70,748
Ryan, Gloria	53,209	Schier, Rae	73,330	Seiferling, Joetta	108,401
Ryan, Kelly	61,051	Schill, Lucille	52,127	Seitz, Tammy	58,911
Ryan, Warren	54,966	Schiltz, Murray	52,582	Seivewright, Rosalie	56,304
Rybchuk, Ken	63,313	Schindel, Sherice	83,734	Selinger, Arlene	50,013
Rydzik, Louise	135,178	Schlamp, Gwendolyn	61,538	Selinger, Darcie	50,821
Rydzik, Lynne	63,593	Schmeling, Lenore	68,010	Selinger, Donna	68,975
Ryerson, Jennifer	57,461	Schmidt, Craig	80,626	Selinger, Elaine	66,190
Saczek, Krzysztof	307,899	Schmidt, Deborah	51,603	Selinger, Janelle	63,537
Safnuk, Tania	60,232	Schmidt, Judy	50,021	Selinger, Lorna	77,749
Saint, Sherry	95,978	Schmidt, Laurie	52,222	Selinger, Michelle	62,974
Sali, Clarence	76,055	Schmidt, Mary	69,546	Selinger, Norman	58,424
Sali, Janet	70,699	Schmidt, Rachelle	61,293	Selinger, Stephen	70,389
Salter, Connie	60,267	Schmidt, Renee	66,502	Sellers, Nancy	71,570
Samchyk, Stephen	50,273	Schmidt, Shawna	73,450	Sellinger, Cheryl	58,289
Samonte, Nolita	52,694	Schmidt, Traci Jo	73,138	Sellinger, Douglas	101,374
Sanden, Joel	58,877	Schneider, Doreen	62,679	Selzer, Sharon	71,504
Sanden, Tracy	58,526	Schneider, Susan	55,043	Semchuk, William	113,038
Sanders, Carol Ann	76,518	Schoenhofen, Brenda	75,296	Semesock, Jeanette	52,642

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Individual	Payment	Individual	Payment	Individual	Payment
Senft, Janell	75,648	Sisco, Nancy	57,905	Solonynko, Lori	61,994
Senga, Carrie	66,347	Sison, Cora	53,212	Solypa, Cyndy	80,633
Senga, Chad	70,459	Siver, Cathy	81,674	Sommer, Leland	59,266
Senhouse, Nathalie	107,236	Siwik, Angie	60,922	Sonntag, Maureen	67,545
Seno, Rommel	433,931	Sjodin, Arlen	52,965	Soparlo, Laura	62,404
Seon Mccallum, Charlene	69,083	Skomorowski, Linda	51,468	Sopczak, Vince	62,463
Serediak, Ernie	81,949	Skulsky, Barbara	82,289	Sorensen, Elizabeth	67,493
Serle, Shelley	79,164	Skwark, Gail	67,078	Sorensen, Nicole	51,079
Serrano, Adriana	65,654	Skwark, Holly	106,086	Sorensen, Stacey	51,633
Severson, David	69,732	Slater, Bettyann	77,890	Soria, Nonita	68,376
Shambel, Jodie	59,142	Slater, James	119,947	Soriano, Corazon	57,629
Shasko, Diane	68,841	Slater, Janelle	55,496	Souchotte, Karen	61,725
Shaterian, Narges	67,062	Slater, Nicole	67,787	South, Sherry	54,841
Shaw, Terrence	50,179	Slinn, Jackie	77,015	Spangenberg, Diane	94,149
Shay, Debbie	81,199	Slinn, Jeffrey	67,946	Speers, Christie	102,132
Shenner, Robyn	63,552	Slinn, Tanya	73,543	Spelay, Elizabeth	55,398
Shepherd, Audrey	59,737	Slivenski, Nicole	55,365	Spencer, Debra	68,190
Shevalier, Marcel	61,285	Sloboda, Celeste	70,678	Spencer, Joyce	53,776
Shevchuk, Debra	147,617	Slopinski, Dwayne	67,380	Spencer, Katherine	59,054
Shewchuk, Daryl	94,127	Slotsve, Linda	70,978	Spicer, Eva	113,349
Shields, Cathy	68,806	Sluchenski, Charlotte	53,051	Spilak, Cathi	72,179
Shier, Marlene	54,194	Slugoski, Yvonne	77,318	Spooner, Jason	53,235
Short, Pat	72,676	Sluser, Joy	62,975	Spurr, Mary	67,355
Shreeves, Lora	53,407	Smales, Alexsis	66,460	Srochenski, Darcey	70,075
Shuflita Kurtz, Sheila	88,928	Smeets, Donna	78,873	Srochenski, Terry	52,482
Shymkiw, Joanne	63,758	Smeikle, Lenieve	75,639	St Amand, Karen	70,508
Sich, Colleen	75,867	Smelt, Brenda	75,978	St Onge, Lynn	81,880
Sideen, Tina	50,274	Smith, Amy	55,968	Stabbler, Amy	58,359
Sidhu, Mohinder	75,334	Smith, Barbara	80,811	Stabbler, Robin	63,674
Sieben, Lianne	77,436	Smith, Brenda	63,951	Stacey, Heather	53,850
Siever, Sean	81,552	Smith, Debbie	104,285	Stadnyk, Donna	60,254
Silbernagel, Trisha	63,658	Smith, Emily	62,930	Stadnyk, Rena	61,932
Siller, Marsha	52,505	Smith, Janelle	66,054	Stadnyk, Robert	69,594
Silverson, Elsa	70,402	Smith, Marilyn	71,540	Stadnyk, Tyler	66,961
Silverthorn, Janice	57,319	Smith, Scott	78,461	Stainbrook, Rhonda	61,850
Silzer, Denise	62,761	Smith, Shawna	53,735	Stamm, Shelley	71,306
Silzer, Joanne	82,235	Smith, Sherice	99,417	Stang, Laurel	70,079
Silzer, Shanna	73,765	Smuk, Linda	52,600	Staples, Sandra	63,050
Sim, Carey	81,499	Smulan, Carole	66,061	Stapleton, Tammy	69,244
Simard, Linda	91,062	Smyth, Victoria	57,314	Stasiak, Catherine	67,098
Simon, Kim	55,424	Snedker, Cyndy	64,020	Stasiuk, Carolyn	62,828
Simpson, Marla	65,829	Snell, Moni	72,508	Stauber, Noreen	68,783
Simpson, Therese	63,892	Snell, Richard	84,586	Stefankiw, Paula	65,899
Sinclair, Bettyanne	71,442	Snook, Charlene	55,430	Steffensen, Kenneth	70,802
Sinclair, Heather	61,531	Snowdy, Heather	69,621	Stengler, Marie	70,327
Singer, Kateri	70,405	Sockett, Ingrid	66,151	Stenson, Wayne	53,382
Singh, Rajkumari	53,763	Softley, Laura	59,475	Stepaniuk, Diane	68,986
Sinnett, Debbie	94,040	Sojwal, Anita	64,321	Stephens, Dave	80,023
Sirois, Lisa	63,739	Solidarios, Glenn	96,064	Stephens, Wanda	72,808
Sirup, Blair	81,002	Soloduk, Louella	91,297	Stephenson, Robert	78,756

Governance and Transparency:
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Individual	Payment	Individual	Payment	Individual	Payment
Sterling, Darlene	62,584	Szakacs, Ronald	110,132	Tiede, Bruno	82,368
Stettner, Laura	102,243	Szmutko, Diane	93,282	Tillson, Rachel	74,164
Stettner, Robin	60,663	Tafesse, Fekade	57,015	Tinani, Naresh	76,840
Stevens, William	50,283	Tait, Victoria	52,823	Tippe, Cathy	92,193
Stevenson, Andrea	56,033	Tallon, Denise	54,504	Tirebuck, Lois	80,374
Stevenson, Diane	69,116	Tallon, Michael	53,959	Tirk, Candace	59,509
Stevenson, Megan	68,795	Tameling, Krista	58,673	Tirk, Ronald	73,014
Stevenson, Vida	54,058	Tancrede, Lionel	54,748	Tisdale, Daphne	101,698
Stewart, Cheryl	80,268	Tangjerd, Angela	80,447	Titus, Agnes	107,579
Stewart, Linda	70,816	Tanzell, Darren	75,767	Tkach, Michele	81,764
Stewart, Lisa	90,017	Tardif, Sandra	70,376	Tkatch Melle, Chrisinda	68,079
Stewart, Pat	86,894	Tarr, Jonathan	64,868	Toews, Audrey	68,949
Stewart, Thomas	60,611	Tayco, Vilsilyn	58,086	Toews, Darlene	54,244
Stimpson, Valerie	74,876	Taylor, Colleen	68,623	Toffan, Allison	74,130
Stirr, Fred	86,927	Taylor, Janet	66,318	Tomyk, Wendy	71,860
Stirr, Janice	72,722	Taylor, Jennifer	80,512	Tomyn, Lana	63,978
Stolz, Celine	65,514	Taylor, Shelley	76,989	Tonita, Wendy	81,268
Stoppler, Helen	66,876	Taylor, Tami	60,963	Tonn, Dwight	96,935
Storey, Katherine	71,061	Taylor, Tammy	50,569	Toporowski, Randell	60,341
Storozuk, Lynda	62,589	Teale, Tracey	55,463	Toppings, Julie	92,872
Stovra, Jacquelin	55,704	Tebb, Noeleen	53,693	Torjusen, Mark	72,181
Strain, Lorraine	85,024	Tejszerski, Judith M	67,131	Toro Hopkins, Debbie	85,921
Strand, Leslie	124,116	Temple Jones, Jan	62,513	Toth, Christina	67,544
Streifel, Larry	59,028	Temple, Krista	57,801	Tourond, Lorna	69,404
Stremick, Elaine	55,949	Temrick, Therese	50,003	Townsend, Terri	67,740
Stricker, Barry	85,714	Tetlow, Allison	58,684	Tracey, Sherri	66,928
Stricker, Lori	69,405	Thain, Linda	74,216	Tracy, Kyla	50,782
Striha, Janelle	59,790	Thauberger, Lorna	62,828	Trail, Linda	63,551
Stringer, Connie	75,485	Thauberger, Myrna	59,355	Trelenberg, Ross	62,745
Stringer, Suzanne	140,054	Thauberger, Veronica	70,194	Tremblay, Jade	57,542
Stuber, Arlene	62,746	Theriault, Lyle	65,595	Tremblay, Tanis	71,111
Stueck, Colleen	79,693	Therrien, Charlotte	76,034	Tripp, Darlene	56,846
Stulberg, Shelley	65,437	Therrien, Kristen	69,306	Trotter, Carla	72,323
Stuttard, Kim	62,083	Thibault, Loreli	61,129	Trotter, Joseph	70,415
Subramanyam, Poornima	366,611	Thick, Victoria	56,365	Troy, Jennifer	93,396
Sullivan, Alissa	78,752	Thiele, Marjorie	74,419	Trudelle, Paulette	55,796
Sulymka, Mark	84,393	Thomas Cullen, Lynwen	71,227	Truman, Sharon	81,753
Sulz, Linda	109,714	Thomas, Rhiannon	77,431	Truman, Stacy	54,959
Sundin, Leslie	84,666	Thompson, Beverly	70,449	Truscott, Trent	103,198
Surkan, John	68,608	Thompson, Carolyn	62,451	Tuazon, Maria	87,674
Sutherland, William J	62,948	Thompson, Pam	66,991	Tubello, Graziella	72,992
Swab, Elden	72,365	Thompson, Tammy	70,714	Tuchscherer, Laura Lee	93,865
Swan, Louise	66,130	Thompson, Vicki	72,228	Tuff, Eileen	67,610
Sweatman, Elizabeth	82,080	Thomson, Deborah	58,542	Tuharsky, Ruby	72,939
Sweet, Tim	66,056	Thomson, Donna	62,588	Tumac, Alison	78,380
Swift, Laurie	52,542	Thomson, Jill	77,037	Tunstall, Andrea	75,166
Switzer, Heather	66,333	Thomson, Meghan	54,994	Turnbull, Dianne	68,962
Switzer, Jeanette	74,260	Thomson, Patricia	78,639	Turner, Dale	68,261
Szafron, Marita	63,495	Thorp, Leah	69,983	Turton, Marie	55,328
Szafron, Susan	54,071	Thurlow, Ronald G	66,241	Twardowski, Therese	56,552

Governance and Transparency:
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Individual	Payment	Individual	Payment	Individual	Payment
Tymchyshyn, Robert	62,699	Verville, Francoise	60,945	Wawro, Susan	71,727
Tyrer, Diane	70,046	Verville, Lorraine	53,541	Webb Young, Geraldine	89,353
Uhren, Linda	73,390	Vickers, Joan	60,220	Weber, Jill	68,158
Uhrich, Donna	81,061	Violot, Carrie	60,607	Webster, Bernice	81,102
Uhryn, Korin	67,067	Vipond, Raquel	51,685	Weflen, Kerrie	69,547
Ulmer, Amanda	57,614	Virtue, Alison	75,941	Weinmaster, Marilyn	74,225
Ulmer, Andrea	54,859	Vollman, Arlyce	52,094	Weir, Louise	92,739
Ulmer, Michalene	63,916	Vongkhaophet, Jennifer	60,179	Weisbeck, Stacey	56,592
Underhill, Kristin	54,623	Voss, Arletta	73,650	Weisbrod, Myrna	74,514
Undseth, Kathy	70,980	Voss, Kim	52,268	Weisbrodt, Gary	77,747
Unick, Lesley	54,267	Voss, Linda	55,273	Weisgerber, Karen	95,000
Unser, Debbie	54,018	Wacker, Alexia	53,506	Weiss, Marjorie	54,183
Upshall, Donna L	79,129	Wacker, Linda	93,660	Weisshaar, Glenys	71,193
Ursu, Dona	63,860	Wade, Yvette	80,586	Wekerle, Robert	78,990
Usick, Len	63,801	Wadsworth, Mary	89,505	Welder, Erin	63,339
Valimaki, Anna	82,061	Wagar, Nancy	50,477	Wendel, Jeana	50,745
Vall, Teresa	74,098	Wagner, Lacy	74,568	Wendel, Jeff	67,541
Vallee, Colleen	78,820	Wagner, Myrna	85,373	Wenger, Amanda	52,022
Valley, Scott	70,044	Wagner, Rosemary	64,619	Wentz, Maureen	69,308
Valmeo, Imelda	78,622	Walchuk, Kaye	63,138	Wentzell, Cindy	76,422
Vanbuekenhout, Guy	91,786	Walczykowski, Hanna	70,520	Wesdyk, Elsie	62,484
Vancaeseele, Kim	70,393	Wald, Irene	65,285	West Johnson, David	91,620
Vandale, Joseph	57,803	Walker, Donna	76,420	West, Andrew	76,425
Vandamme, Debra	52,611	Walker, Freda	76,955	West, Fred	64,333
Vandekamp, Andrea	51,776	Walker, Sharon	68,148	West, Janet	58,527
Vanderveer, Esther	53,870	Wallace, Brenden	56,922	West, Linda	76,554
Vandervelden, Lois	94,168	Wallman, Sharon	97,669	Wharton, Tammy	73,082
Vandesype, Jennifer	56,667	Walraven, Margaret	62,157	Wheadon, Michael	58,046
Vandevorst, Pamela	50,744	Walter, Douglas	50,088	Whitaker, Elizabeth	59,423
Vandevorst, Raymond	123,208	Walters, Valeria	72,732	White, Andrea	50,457
Vandrasco, Krista	61,275	Wanner, George	78,930	White, Barbara	67,555
Vanhove, Melinda	60,062	Wappel, Melessa	66,724	White, Gladys	67,266
Vanluven, Dion	68,568	Warburton, Jennifer	62,472	White, Kelsie	65,243
Vanparys, Bev	62,291	Ward, Erin	64,038	White, Patricia	83,338
Vanvliet, Paulette	74,621	Warde, Gail	68,570	Whiteman, Peter	82,209
Varga, Devin	50,472	Wark, Judy	52,352	Whiting, Celine	71,794
Varga, Kristin	56,095	Warkentin, Joyce	57,934	Whiting, Patricia	55,056
Varga, Melissa	52,996	Warren, Judy	55,732	Whitley, Elizabeth	94,341
Vargas, Cecilia	58,908	Wass, Patricia	52,820	Whitlock, Pauline	54,327
Varin, D Brian	58,983	Wasty, Fasahat	419,270	Whitrow, Rodney	79,288
Vass, Sandra	89,178	Wasylyshyn, Dave	97,840	Whitteker, Patricia	71,493
Vegunta, Krishna	69,081	Waterer, Elizabeth	78,796	Widdup, Jennifer	55,328
Velecky, Cynthia	56,641	Watkins, Michelle	64,635	Wiebe, Margaret	75,844
Velestuk, Debbie	79,081	Watson, Barb	65,605	Wiebe, Sharon	66,195
Venables, Natasha	69,048	Watson, Penny	73,272	Wihlidal, Cara	64,897
Ventocilla, Marina	57,910	Watson, Tamora	50,480	Wilcox, Heather	81,104

Governance and Transparency:
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Individual	Payment
Wilde, Edna	58,193
Wilde, Rita	71,526
Wiley, Maryann	60,311
Wilhelm, Tricia	68,215
Wilkie, Elizabeth	53,885
Wilkie, John	60,125
Wilkie, Linda	66,768
Wilkinson, Lorna	70,375
Williams, Cheryl	54,979
Williams, Jason	100,218
Williams, John	59,028
Williams, Linda	66,971
Williams, Marian	59,086
Williams, Patty	64,467
Williams, Wendy	69,949
Williamson, Jacquelin	54,992
Williamson, Mary	61,375
Williamson, Wayne	56,892
Willway, Verity	73,572
Wilmot, Jane	81,332
Wilms, Els	68,903
Wilson, Beverly	72,641
Wilson, Donald	84,907
Wilson, Donna	73,050
Wilson, Douglas	83,351
Wilson, Joyce	78,088
Wilson, Pamela	58,355
Wilson, Tracey	67,760
Wilton, Suzanne	53,298
Windsor, Gwen	60,215
Windsor, Kent	61,472
Winkel, Tanya	94,501
Winnicki, Brenda	60,704
Wirth, Donna	68,968
Wirtz, Brenda	68,704
Wiszniak, Debra	78,141
Witt, Raylene	67,440
Woiken, Gwen	69,631
Wold, Helen	52,052
Wolf, Lee	68,921
Wolfe, Murray	106,667
Wolfe, Robert	69,733
Wolfe, Shirley	53,786
Wollbaum, David	72,092
Wollmann, Bruno	83,949
Wong, Elsie	104,804
Wong, Katty	59,738
Wood, Audrey	61,879
Wood, Heather	51,524
Wood, Sharon	87,753
Woodroffe Brown, Ngaire	88,826
Woods, Brad	54,308
Woolhether, William	54,658
Workman, Lisa	53,385
Wourms, Allan	55,277
Wourms, Carrie	69,640
Woycik, Wyatt	64,685
Wozniak, Laurie	83,730
Wright, Donna	111,171
Wright, Elaine	58,021
Wright, Garth	124,366
Wrobel, Lorna	70,113
Wrubleski, Melanie	53,770
Yake, Bonnie	59,563
Yang, Tracey	64,567
Yates, Sheila	82,628
Yeast, Elizabeth	56,644
Yee, Betty	81,077
Yee, Kathleen	60,666
Yee, Michelle	52,881
Yee, Raymond	86,313
Yeske, Brenda	65,361
Ylioja, Patti	95,937
Youck, Deanna	85,657
Young, Bonnie	62,578
Young, Dale	86,899
Young, Neil	78,775
Young, Nerissa	68,411
Yung, Angela	52,489
Yurkiw, Brandie	70,190
Zaiser, Juanita	72,169
Zamayla, Ronie	103,089
Zarusky, Wanda	52,896
Zawislak, Darlene	77,381
Zawyrucka, Judith	52,699
Zazulak, Irene	62,336
Zdunich, Brenda	70,407
Zech, Ken	50,003
Zehr, Dawn	53,419
Zelinski, Joyce	66,875
Zerff, Terry	54,631
Zerr, Mollyann	62,827
Ziffle, Shannon	59,257
Zilm, Myrna	72,818
Zimmer, Doug	50,150
Zimmer, Martine	69,641
Zimmermann, Jill	70,712
Zinger, Erwin	71,992
Zinkhan, Linda	81,725
Zinn, Tammy	64,298
Zitta, Rosalia	69,816
Zorn, Gail	50,668
Zulyniak, Lori	66,814
Zurburg, Lisa	52,752

Governance and Transparency:
Establishing a trustworthy and accountable organization

Supplier Payments

Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment

Supplier	Payment	Supplier	Payment
101027726 Saskatchewan Ltd.	421,945	Bomimed Inc.	94,936
101050094 Saskatchewan Ltd.	102,973	Boston Scientific Corp.	1,749,060
393032 Alberta Ltd.	75,546	Bracco Diagnostics	159,638
3M Canada Inc.	62,780	Brandon Elevator and Electric Ltd.	158,215
Abbott	1,860,469	Brenda R. Hildebrandt Law Office	85,582
Abdulla, Dr. R.H.	85,886	Brennan Office Plus	239,876
Abraham Ninan Medical P.C. Inc.	75,583	Bristol-Myers Squibb	162,525
Acklands Grainger	143,668	Brunswick Filing Systems Inc.	136,536
Adam, Dr. Suleman	359,131	Bunzl Canada	884,175
Adams, William	51,210	Business Furnishings Sask Ltd.	103,872
Advanced Medical Optics Inc.	390,391	Busse, Dr. E.F.G.	92,500
Advanced Medical Technology	273,117	CAA Travel Agency	148,361
Advanced Response Vehicles Inc.	967,822	CADD FM Management	57,478
Advantage Medical Professional Corp.	420,292	Can Med Healthcare	1,090,985
Agfa Healthcare Inc.	72,478	Canada Bread	70,749
Alcon Canada Inc.	562,560	Canada Microsurgical Ltd.	115,332
All Sask Coffee Services Inc.	132,088	Canadian Hospital Specialties Ltd.	54,922
Allergan Inc.	144,048	Canadian Medical Protective Association	52,336
American Medical Systems	76,872	Capital District Health Authority	66,823
AMO Canada Company	713,577	Capital Pontiac	73,282
AMT Electro Surgery	231,644	Cardinal Health	59,809
AMT Vantage Group Inc.	75,486	Cardiomed Supplies Inc.	50,820
Anixter Canada Inc.	111,856	Carestream	114,527
Arch Transco Ltd.	156,918	Carl Zeiss Canada Limited	102,941
Arjo Canada Inc.	346,016	Carsen Medical	160,929
Arrow Medical Products Ltd.	177,259	Carson, Dr. G.	88,559
Associated Health Systems	104,310	CEG Energy Options	3,561,388
Automed Canada	70,347	Chang, Dr. Paul	138,627
Avnet Computer Components	1,609,549	Chift-Tronics	90,563
B. & R. Holdings Inc.	76,732	Cisco Systems Canada Co.	103,193
Baker, Baker & Gayton	50,873	Citagenix Inc.	57,334
Balfour Moss	118,501	City of Regina	1,339,526
Bard Canada	443,749	Coca-Cola Bottling Ltd.	92,549
Baxa Corporation	181,389	Cognos Incorporated	997,489
Baxter	2,456,087	Coherent AMT	173,092
Baylis Medical	412,174	Commercial Alcohols Inc.	89,739
Bearingpoint	681,983	Commercial Telecom Group Inc.	54,428
Beckman Coulter Canada Inc.	555,655	Commissionaires Saskatchewan	122,757
Becton Dickenson	249,581	Computrition Inc.	123,387
Bella Lufu, Dr. Mbuyamba	335,906	Conmed Corp.	75,223
Bio Rad Laboratories Canada Ltd.	353,342	Cook (Canada) Inc.	1,050,514
Biomed	488,716	Coutts Courier Company Ltd.	152,225
Biomerieux Canada Inc.	436,199	CPDN #3130827 Canada Inc.	4,947,367
Biomet	105,590	Crane Supply	88,739
Biopacific Diagnostic Inc.	52,522	Crestline Coach	197,523
Bles Biochemicals Inc.	57,813	Croft Planning and Design	201,285

Governance and Transparency:
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Supplier	Payment
Cypress	57,980
Dade Behring	107,431
Damodharan Psychiatric Services P.C. Inc.	327,380
Datascope	68,644
Davyduke, Dr. D.	72,345
Dawsco Services Ltd.	195,518
De Lage Landen Financial Services Canada Inc.	59,764
Depuy (Canada) Ltd.	438,726
Direct Express	151,835
DJ Orthotics	171,128
DLGL Ltd.	636,075
Domco Construction Inc.	14,125,029
Dominion Biologicals Ltd.	113,462
Dr. A.P. Meyer Medical Prof. Corp.	388,273
Dr. Allison Crichlow Medical Prof. Corp.	100,281
Dr. Charles W. Kowalski Medical Prof. Corp.	366,185
Dr. Craig Bosenberg Anaesthetic Medical Professional Corporation	91,055
Dr. D. T. Hunter Medical Prof. Corp.	90,952
Dr. David Kopriva Medical Professional Corporation	65,061
Dr. Edward Patterson Medical Prof. Corp.	408,436
Dr. Elizabeth Thomas Medical Prof. Corp.	408,117
Dr. Gavin Jones Medical Professional Corp.	474,397
Dr. J. G. Van Der Merwe Anesthesiology PC Inc.	88,483
Dr. J. Stewart McMillan Medical Professional Corporation	189,880
Dr. J. Vlok Medical Prof. Corp.	399,355
Dr. James McHattie Medical Prof. Corp.	153,786
Dr. Jane Arthur Medical Professional Corp.	378,328
Dr. Juri Van Staden Medical Prof. Corp.	245,933
Dr. Kathy J. Ferguson Medical Prof. Corp.	330,481
Dr. Kumaravel Pillay Medical Prof. Corp.	422,280
Dr. Lane Rathgeber Medical Prof. Corp.	309,574
Dr. Linda Emslie Medical Professional Corporation	361,016
Dr. Louis Huisamen Medical Prof. Corp.	101,141
Dr. Lucas Potgieter Medical Professional Corporation	505,204
Dr. Mark Cherry Medical Professional Corporation	130,460
Dr. Mark Y. Wahba Medical P.C. Inc.	213,737
Dr. Michael Lang Medical Professional Corporation	141,350
Dr. Nasimbanu Alibhai Medical Professional Corporation	90,952
Dr. Natarajan Medical Professional Corporation	415,067
Dr. Ole Rasmussen Medical Prof. Corp.	96,687
Dr. Patel's Medical Professional Corporation	120,040
Dr. Randall Radford Medical Prof. Corp.	375,514
Dr. Raul Garcia Medical Prof. Corp.	50,303
Dr. S. C. Bester Medical Prof. Corp.	91,227
Dr. S. C. Petryk Medical Prof. Corp.	207,371
Dr. S. Haque Medical Prof. Corp.	295,065
Dr. S. Vuksic Medical Prof. Corp.	85,267
Dr. Shashi Suri Medical Prof. Corp.	111,406
Dr. T. Potgieter Medical Professional Corporation	66,416
Dr. Terrance A. Ross Med. Prof. Corp.	323,609
Dr. V.K. Patel Medical Prof. Corporation	340,501
Dr. Verna Scott Medical PC Inc.	652,621
Dr. Vijay Trivedi Medical Professional Corporation	567,524
Dr. Y Abu-Ghazaleh Medical Professional Corporation	151,645
Draeger Medical Canada Inc.	50,677
Ebsco	254,860
Eclipse Fitness Equipment Ltd.	87,413
Eclipsys Corporation	397,309
Eden Textile	144,865
Edward C. Alport Medical Professional Corporation	68,514
Edwards Lifesciences (Canada) Inc.	345,298
Eecol Electric (Sask) Ltd.	175,234
Eisa Medical Prof. Corp.	320,956
Eric Le Roux Medical Prof. Corp.	478,990
Esbe Scientific	132,654
Essalah, Dr. A.	164,410
Extensity Canada Limited	63,188
Falkenberg, Dr. Konnie	240,564
Farnorth Sales Association	58,760
Ferring Inc.	57,122
Fisher Scientific Ltd.	737,498
Five Hills Health Region	134,858
Foresight Imaging	85,245
Fraser Health	71,252
Fresenius Medical Care Canada	110,962
Futuremed Health Care	94,239
G.A. Braun Inc.	59,382
Gambro	1,128,560
Gambro Renal Products	264,205
Gamma Dynacare Medical Lab	2,858,739
Ganshorn, Dr. K.	85,752
GE Healthcare Canada Inc.	2,607,537
Gen Probe Incorporated	60,965
Gerbrands Medical Prof. Corp.	226,811
Gerry's Automatic Transmission	60,015
Getinge Canada Limited	545,722
Ghaniabadi, Dr. D.	205,117
Ghumman, Dr. T.	99,738
Gibbings, Dr. E.	56,237
Goldkey Consulting Inc.	101,915
Grand & Toy Technology	1,126,978
Harold, Dr. Brent	84,886
Headcan	136,302
Health Pro Management	66,610
Healthcare Insurance Reciprocal of Canada	1,049,289
Healthline Systems Inc.	234,505
Healthmark Ltd.	253,212
Hewlett Packard Canada Ltd.	264,152
Hill-Rom Canada Ltd.	101,329
Hipperson Construction	917,892

Governance and Transparency:
Establishing a trustworthy and accountable organization

Supplier	Payment
HJ Linnen Associates	192,116
Hollister Limited	57,601
Holmes, Dr. S.B.	185,353
Honeywell Limited	148,797
Horizon Credit Union	50,425
Horner, Rob	290,246
Hospira Healthcare Corporation	3,592,040
Houlie, Dr. C.R.	211,465
Huisamen, Dr. Charles	98,631
Humboldt Electric Ltd.	175,507
HVAC Sales Ltd.	295,690
HVDM Medical Prof. Corp.	314,848
Independent Living Inc.	68,967
Independent Choice Distribution	163,355
Industrial Restoration Services Ltd.	51,256
Infor Global Solutions Inc.	236,966
Ino Therapeutics	110,267
Inter V Medical Inc.	94,486
International Biomedical Ltd.	77,588
IPSCO Place	83,922
Iseco North America Inc.	126,097
Ishaan Sundar Medical Prof. Corp.	434,812
Janssen Ortho Inc.	1,738,079
Jayaprakash Medical Prof. Corp.	456,042
Jeffrey Betcher Medical Professional Corporation	120,959
John Tsang Medical Prof. Corp.	69,926
Johnson and Johnson	3,878,201
Jones, Denis	89,038
Joy Dobson Medical Professional Corp.	106,023
K.M. Burgess Agencies Ltd.	94,334
Kaban, Dr. Glenda	174,137
Karl Storz Endo	242,088
Kasipillai, Dr. G. A. L.	108,929
KCI Medical Canada	216,321
KMP Law	52,757
Kone Inc.	355,595
Kowalchuk, R. J.	65,530
Kumar, Dr. Anil	56,928
Kyphon Canada Inc.	100,780
Labtician Ophthalmics inc.	63,412
Labuschagne Medical Prof. Corp.	560,981
Lac-Mac Limited	215,689
Laursen, Dr. B.	177,561
Linvatec Canada	638,429
Loraas Disposal Service Ltd.	117,802
Lynden International Logistics	360,466
M. F. Heroux Medical P.C. Inc.	301,804
MacPherson, Leslie & Tyerman	214,480
MacPherson, Leslie & Tyerman (In Trust)	1,349,188
Mang, Dr. Annabelle	63,665
Manrex Limited	63,075
Maquet-Dynamed Inc.	76,737
Marsh Canada Limited	381,439
Maslany, Dr. Jurgen	96,320
McAllister, Dr. O.	74,555
McCarville, Dr. D. J.	66,361
McDougall Gauley LLP	51,398
McKesson Canada	1,673,095
McKesson Information Solutions	466,658
McNair Business Development	61,003
McQuay Service	95,116
MDS Nordion	83,021
Med 2020	61,892
Medical Mart	67,664
Medichair Regina	118,287
Medi-Fax Canada Inc.	372,316
Meditek	155,144
Medtronic	6,611,028
Mehmood Anesthesiology Associates P.C. Inc.	83,944
Melcor Developments Ltd.	244,830
Mentor Medical Systems	82,426
Merck Frosst Canada Ltd.	172,195
Microage Computer Centres	516,511
Minister of Finance	3,671,143
Momentum	55,772
Moore Canada	96,272
Nalco Canada Inc. #C3124	87,424
Nashco Consulting Ltd.	111,428
Nestle Canada Inc.	72,164
Newton, Dr. M.P.	138,296
Nouh, Dr. Mohamed	81,932
Novartis Ophthalmics	273,000
Novartis Pharmaceuticals Canada Ltd.	462,804
Nuance	193,800
O'Grady, Dr. M.	175,719
Ollenberger, Dr. Glenn	571,943
Olympus Canada inc.	1,337,944
Omni Facility Services Canada Corp.	170,069
Oracle Corporation Canada Inc.	263,730
Orange Properties Sask Ltd.	678,411
Organon Canada Ltd.	140,018
Oroz, Dr. Budimka	54,961
Ortho Clinical Diagnostics Inc.	206,334
Orto Ped	306,162
Oryx Pharmaceuticals Inc.	114,800
Ossur Canada Inc.	187,714
OTG Technologies	338,200
Otto Bock Healthcare Canada Ltd.	267,585
Oxoid Inc.	75,098
Pacific And Western Bank of Canada	69,364

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Supplier	Payment	Supplier	Payment
Paradigm Consulting Group Inc.	125,205	Sanofi Pasteur Limited	112,952
Pattison MGM Architectural Services Ltd.	140,413	Saputo Foods Ltd.	83,741
PC Place Ltd.	267,609	Sask Energy	689,745
PCL - Maxam A Joint Venture	96,409	Sask Power Corporation	4,948,320
Pebane, Dr. Don	335,572	Saskatchewan Association of Health Organizations	595,004
Percy H. Davis	72,240	Saskatoon Health Region	281,245
Peridot Medical Inc.	125,198	Sasktel CMR	2,938,935
Peters, Catherine	59,219	Saskworks Venture Fund Inc.	125,574
Peti, Dr. Charles A.	251,241	SCC Soft Computer	326,892
Petro Canada	214,298	Schaan Healthcare Products	4,746,534
Pharmacy Computer Services Inc.	65,457	Schering Plough Canada Inc.	839,907
Philips Medical Systems Canada	3,942,681	Schoeman, Dr. S.	64,682
Phonic Ear Ltd./Oticon	103,514	Seccuris	55,592
Pierre Pepler Medical Prof. Corp.	450,288	Seibel, Dr. Debbie	59,024
Pieter Muller Medical Prof. Corp.	443,867	Shah, Dr. Inayat Ali	166,289
Pilling Weck Canada L.P.	196,716	Sharman, Dr. M. G.	86,923
Pipestone Kin-Ability Centre Inc.	77,736	Shoppers Home Health Care	286,072
PML Microbiologicals	132,418	SIAST Wascana Institute	173,018
Prairie Distributors (Central) Inc.	114,781	Siemens Canada Ltd.	83,099
Prairiemobile Communications	52,435	Siemens Hearing Instruments Ltd.	372,308
Praxair Canada Inc.	159,389	Sigmacon Surgical Products	138,223
Precise Temp Refrigeration Ltd.	54,719	Site Management Services Inc.	58,657
Primed Canada Inc.	93,448	Smith And Nephew Surgical	607,702
Prince Arthur Advertising	59,983	Smith, Dr. Sheila	264,177
Provincial Health Services Authority	93,892	Smiths Medical Canada Ltd.	488,859
Provincial Medical Supply	809,160	Softchoice Corporation	232,724
Purolator Courier Ltd.	50,158	Softtech Health	53,589
Quovadx	86,149	Solo Consulting	135,979
Radiology Associates of Regina Medical P.C. Inc.	11,741,774	Somagen Diagnostics	436,628
Radiometer Canada	440,572	Sonora Medical Systems Inc.	59,700
Ratner Realty Properties Inc.	64,528	Sonosite Canada Inc.	86,980
Red Cross	132,000	Sorin Group Canada Inc.	229,152
Reddi, Dr. K.	299,195	Source Medical	4,5[illegible]7,396
Regina & District Food Bank Inc.	70,742	St. Jude Medical Canada, Inc.	414,752
Regina Community Clinic	179,499	Stantec Architecture Ltd.	1,341,612
Regina Medical Communications	50,511	Starkey Labs - Canada Co.	301,007
Regina Open Door Society	163,583	Steris Canada Ltd.	128,557
Registered Psychiatric Nurses Assoc. Sask.	77,602	Stone Hutchinson Architects Ltd.	265,658
Reid, Dr. W. D.	325,699	Stryker Canada LP	2,151,318
Revenue Canada	71,559	Summit Technologies Inc.	188,249
Richardson Electronics Ltd.	168,392	Sun Electric Ltd.	56,558
Ritenburg & Associates	127,776	Sunil V. Khaladkar Medical Prof. Corp.	86,102
Robin Hughes Medical Professional Corporation	247,623	Surgical Products Specialties	60,852
Roche Diagnostics	366,199	Swart, Dr. M.	92,940
Rosser, Dr. T. D.	71,294	Synthes (Canada) Ltd.	652,589
Rudovich Medical Professional Corp.	413,212	Sysco	3,850,012
Russell Food Equipment Ltd.	69,282	Tab Products Canada	150,637
Ruthnum, Dr. L. P.	183,362	Taylor, Dr. Ron	265,526
Ryan Consulting Services Inc.	144,960	The Alport Family Trust	62,988
Sammons Preston Canada Inc.	72,338	The Caldwell Partners International	98,946

Governance and Transparency:
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Supplier	Payment
The Lifemed Group Inc.	365,630
The Stevens Company	988,609
Theo Le Roux Medical Prof. Corp.	84,576
Thomson Micromedex	54,339
Tiann F. A. O'Carroll Medical Prof. Corp.	311,004
TKG Technologies	59,764
Toshiba of Canada Limited	223,437
Trade West Equipment Ltd.	141,351
Tribe Medical	55,453
Troy Sprinkler Limited	70,672
Trudell Medical Marketing Limited	130,056
Tyco Healthcare Group Canada Inc.	2,422,398
Umuthi Medical PC Inc.	481,316
Unisource	315,880
University Health Network	110,000
University of Regina Allied Health Centre	53,315
University of Saskatchewan	85,722
Van Der Merwe, Dr. A.	331,162
Van Der Merwe, Dr. E.	376,964
Van De's Accessible Transit Inc.	81,537
Van Rooyen, Dr. Hugo	254,222
Ventana Medical Systems	153,354
Verathon Inc.	69,453
VFA Canada Corporation	530,578
Vital Aire	343,077
Vitality Foodservice Canada Co.	74,898
Vorster, Dr. B.	391,318
VWR International	237,905
W. L. Gore & Associates Canada Inc.	86,584
Walters Industrial Mechanical	108,199
Waterous Power Systems	67,627
WBS Wholesale Bakery Specialties Ltd.	112,086
We Care Home Health Services	95,603
Westcor Builders (Sask) Inc.	50,661
Widex Canada Ltd.	107,614
Winnipeg Street Business Centre Ltd.	53,846
Wyeth Pharmaceuticals	369,457
Xerox Canada Inc.	119,362
Yip, Dr. Todd	55,350
Yueng Chan A. Med. Prof. Corp.	151,915
Zacharias, Dr. S.	59,362
Zimmer	115,005

Transfers

Listed, by program, are transfers to recipients who received $50,000 or more

Recipient	Transfer
615672 Saskatchewan Ltd.	$345,607
A.S.A.P. Therapy Services Ltd.	136,000
Aboriginal Family Service Centre	541,077
All Nations Healing Hospital	3,143,874
Arcola Physiotherapy & Acupuncture Clinic	102,025
Autism Resource Centre	615,660
Backlins Ambulance	321,639
Cbi Physical Rehabilitation Centre	35,850
Circle Project Assoc Inc	425,430
Courtside Sports Medicine And Rehabilitation	68,000
Cupar & District Nursing Home Inc.	2,217,282
Cupar Lions Volunteer Ambulance	183,465
Downtown Physiotherapy Centre	102,000
Extendicare Elmview	3,348,347
Extendicare Parkside	10,648,298
Extendicare Sunset	6,980,796
Imperial & District Ambulance	83,805
J T Ambulance Service Inc	218,181
Lumsden And District Heritage Home	1,816,942
Maximum Potential Rehab Inc.	102,000
Mental Health Association Regina Branch	405,612
Mobile Crisis Services, Inc.	94,065
Phoenix Residential Society	1,034,828
Pioneer Village Special Care Corporation	20,895,912
Planned Parenthood Regina	156,707
Prairie Ambulance Care (1998) Ltd.	234,013
Rainbow Youth Centre Inc.	558,580
Red Cross	132,000
Regina Community Clinic	179,499
Regina Early Learning Center Inc	525,336
Regina Open Door Society	163,583
Regina Recovery Homes Inc.	1,540,561
Regina Sports and Physiotherapy Clinic	68,075
Salvation Army Waterston Centre	183,335
Santa Maria Senior Citizen's Home Inc.	7,302,085
Soo Line Ambulance Association	145,838
Stapleford Physio Therapy 315891 Sask Ltd.	68,050
Stepping Stones Childcare Co-Operative	166,867
The Qu'Appelle Diocesan Housing Company	1,031,201
The Regina Lutheran Housing Corporation	4,179,685
The Salvation Army William Booth Special Care Home	5,606,003
University of Regina	67,336
Valley Ambulance Care Ltd.	328,596

2007/2008 Performance Management Summary

In support of its strategic direction for health care in this province, the Ministry of Health has developed an accountability framework that defines and clarifies the performance relationship between regional health authorities (RHAs) and the province. The Accountability Documents articulate the ministry's expectations (both high-level organizational, and program-specific) of regions for the funding that is provided. The associated measures/indicators are used in assessing if regions met, or are progressing towards meeting, these expectations.

To demonstrate accountability and transparency to the public, these indicators are reported through this summary table in each region's annual report. For detailed indicator descriptions, please refer to the *Performance Management Accountability Indicators* document on the Ministry of Health website at www.health.gov.sk.ca.

Indicator	RHA Value	Provincial Value	Range	Target
Organizational Effectiveness Indicators				
Quality				
Date of last CCHSA accreditation or when accreditation is scheduled *as of March 2008*	April 2005 *(next scheduled date April 2008)*	*not applicable*	*not applicable*	*to be determined*
Date when the RHA participated in the Institute for Safe Medication Practices (ISMP) Canada "Hospital Medication Safety Self-Assessment", or when participation is planned *as of March 2008*	July 2004	*not applicable*	*not applicable*	*to be determined*
Number of client contacts with the Quality of Care Coordinator to raise a concern *2006/2007*	1,913	*not applicable*	*not applicable*	*not applicable*
Percentage of concerns raised with a Quality of Care Coordinator concluded within 30 days *2006/2007*	87%	86%	52% – 99%	*to be determined*

2007/2008 Performance Management Summary

Indicator		RHA Value	Provincial Value	Range	Target
Workforce Planning					
Distribution of health system full time equivalents (FTEs) by affiliation *2007/2008*	Provider Unions (CUPE, SEIU, SGEU)	4,028.34	*not applicable*	*not applicable*	*not applicable*
	HSAS	628.54			
	OOS/OTHER[1]	537.83			
	SUN	1,687.00			
	RWDSU[2]	78.56			
	Organization as a whole	6,960.28			
Number of wage-driven premium hours (overtime and other premiums) per full time equivalent (FTE) by affiliation *2007/2008*	Provider Unions (CUPE, SEIU, SGEU)	63.83	45.68	18.53 – 91.96	*to be determined*[3]
	HSAS	32.44	23.72	0.10 – 131.05	*to be determined*[3]
	OOS/OTHER[1]	2.64	3.41	0.21 – 13.02	*to be determined*[3]
	SUN	115.33	84.78	32.83 – 351.02	*to be determined*[3]
	RWDSU[2]	100.62	*not applicable*	*not applicable*	*to be determined*[3]
	Organization as a whole	69.16	48.46	18.95 – 131.14	*to be determined*[3]
Worked hours as a percentage of total hours by affiliation *2007/2008*	Provider Unions (CUPE, SEIU, SGEU)	76.4%	77.3%	73.3% – 80.2%	*to be determined*[3]
	HSAS	79.4%	79.9%	73.0% – 81.6%	*to be determined*[3]
	OOS/OTHER[1]	81.8%	81.8%	75.0% – 84.2%	*to be determined*[3]
	SUN	72.2%	74.0%	65.8% – 76.8%	*to be determined*[3]
	RWDSU[2]	75.1%	*not applicable*	*not applicable*	*to be determined*[3]
	Organization as a whole	76.0%	77.2%	72.5% – 79.9%	*to be determined*[3]

2007/2008 Performance Management Summary

Indicator		RHA Value	Provincial Value	Range	Target
Number of sick leave hours per full time equivalent (FTE) by affiliation *2007/2008*	Provider Unions (CUPE, SEIU, SGEU)	89.75	89.48	70.26 – 108.76	*to be determined*[5]
	HSAS	65.98	68.08	50.61 – 108.78	*to be determined*[5]
	OOS/OTHER[1]	46.88	50.23	41.95 – 70.10	*to be determined*[5]
	SUN	91.70	89.48	52.15 – 94.79	*to be determined*[5]
	RWDSU[2]	107.30	*not applicable*	*not applicable*	*to be determined*[5]
	Organization as a whole	84.96	84.35	65.01 – 100.96	*to be determined*[5]
Number of lost-time WCB claims per 100 full time equivalents (FTEs) *2007/2008*		7.67	7.12	0.00 – 9.02	*to be determined*[5]
Number of lost-time WCB days per 100 full time equivalents (FTEs) *2007/2008*		644.34	451.26	0.00 – 677.35	*to be determined*[5]
Percentage of employees self-identifying as Aboriginal *2005/2006*[4]		3.1%	*not available*	*not applicable*	*to be determined*
Financial					
Surplus (deficit)[30] *2007/2008*		$5,674,918	*not applicable*	($3,782,174) - $5,674,918	$0
Surplus (deficit) as a percentage of actual operating expenditures[30] *2007/2008*		0.8%	*not applicable*	(2.6%) – 1.6%	0.0% – 0.5%
Working capital ratio (current ratio)[30] *2007/2008*		0.62*	*not applicable*	0.31 – 1.80	*to be determined*
Number of days able to operate with working capital[30] *2007/2008*		(34.45)	*not applicable*	(62.32) – 39.28	*to be determined*
Communications and Issues Management					
Key activities undertaken by RHA to address public confidence reported *2007/2008* *[yes/no indicator]*	Q1	Yes	*not applicable*	*not applicable*	significant activity is expected annually, but need not be reflected quarterly
	Q2	Yes			
	Q3	Yes			
	Q4	Yes			

*Working capital ratio represents all funds.

2007/2008 Performance Management Summary

Indicator		RHA Value	Provincial Value	Range	Target
Program-Specific Indicators					
Province-Wide Services					
Number of patients as a percentage of agreed on target for magnetic resonance imaging (MRI) services[5] *2007/2008*		89.4%	93.6%	89.4% - 97.1%	100%
Number of exams as a percentage of agreed on target for magnetic resonance imaging (MRI) services[5] *2007/2008*		87.7%	97.8%	87.7% - 103.3%	100%
Number of actual hours of operation for magnetic resonance imaging (MRI) services[5] *2007/2008*		8,233	*not applicable*	*not applicable*	*to be determined*
Number of patients as a percentage of agreed on target for computed tomography (CT) services[6] *2007/2008*		98.3%	101.9%	92.0% - 155.6%	100%
Number of exams as a percentage of agreed on target for computed tomography (CT) services[6] *2007/2008*		129.8%	106.6%	75.8% - 139.2%	100%
Number of actual hours of operation for computed tomography (CT) services[6] *2007/2008*		15,474	*not applicable*	*not applicable*	*to be determined*
Number of patients as a percentage of agreed on target for bone mineral densitometry (BMD) services[5] *2007/2008*		88.7%	84.7%	81.5% - 88.7%	100%
Number of actual hours of operation for bone mineral densitometry (BMD) services[5] *2007/2008*		2,023	*not applicable*	*not applicable*	*to be determined*
Number of patient years of dialysis provided in the current fiscal year[7] *2007/2008*	Peritoneal	59.49	*not applicable*	*not applicable*	*to be determined*
	Hemodialysis	223.36			*to be determined*
	Total	282.85			*to be determined*

2007/2008 Performance Management Summary

Indicator		RHA Value	Provincial Value	Range	Target
Current fiscal year's chronic kidney disease services levels as compared to previous fiscal year's levels[8] *As at December 31, 2007*	Number of chronic renal insufficiency patients	750	*not applicable*	*not applicable*	*to be determined*
	Number of peritoneal dialysis patients	65			
	Number of home unit chronic hemodialysis patients	224			
	Number of north/south chronic hemodialysis patients	300			
	Number of people living with a kidney transplant	*not applicable*			
Average wait time for admission to Saskatchewan Hospital North Battleford (SHNB)[9] (in days) *2006/2007*		*not applicable*	*not applicable*	*not applicable*	*to be determined*
Length of stay efficiency of inpatient rehabilitation programs – Wascana Rehabilitation Centre and Saskatoon City Hospital[10] *2006/2007*	Stroke	0.6	*not applicable*	*not applicable*	*to be determined*
	Brain Dysfunction	0.8			
	Spinal Cord Dysfunction	0.6			
	Orthopaedic Conditions	0.9			
	Neurological Conditions	0.5			
	Amputation of Limb	0.4			
	Major Multiple Trauma	*not applicable*			
	Medically Complex	0.5			
	Debility	*not applicable*			
	Cardiac	*not applicable*			
	Pulmonary	*not applicable*			
	Arthritis	*not applicable*			
	Pain Syndrome	*not applicable*			
	Other	0.8			
Alcohol and drug inpatient treatment completion rate per 100 admissions – Calder Centre[11] *2006/2007*	Child / Youth	*not applicable*	*not applicable*	*not applicable*	*to be determined*
	Adult	*not applicable*			

2007/2008 Performance Management Summary

Indicator		RHA Value	Provincial Value	Range	Target
Total number of patients seen at Telehealth sites within the RHA *2007/2008*		93	*not applicable*	*not applicable*	*to be determined*
Total number of hours of professional health education via Telehealth *2007/2008*		672	*not applicable*	*not applicable*	*to be determined*
Total number of hours of public health education via Telehealth[31] *2007/2008*		68	*not applicable*	*not applicable*	*to be determined*
Total number of hours of professional health education events provided by the RHA via Telehealth *2007/2008*		157	*not applicable*	*not applicable*	*to be determined*
Total number of hours of public health education events provided by the RHA via Telehealth[31] *2007/2008*		–	*not applicable*	*not applicable*	*to be determined*
Acute Care					
Number and percentage of surgical cases on wait list that have already waited over 6 months[12] *2007/2008*	Number	3,969	*not applicable*	*not applicable*	*not applicable*
	Percentage	47.0%	39.9%	6.9% – 47.0%	*to be determined*
Number and percentage of surgical cases on wait list that have already waited over 12 months[12] *2007/2008*	Number	1,949	*not applicable*	*not applicable*	*not applicable*
	Percentage	23.1%	18.9%	0.0% – 23.1%	10%
Number and percentage of surgical cases on wait list that have already waited over 18 months[12] *2007/2008*	Number	804	*not applicable*	*not applicable*	*not applicable*
	Percentage	9.5%	9.2%	0.0% – 11.7%	0%
Percentage of Priority Level I, II, III and IV surgical cases completed within target time frames[12] *2007/2008*	Priority Level I within 3 weeks	48.2%	60.4%	47.4% – 95.4%	95%
	Priority Level II within 6 weeks	32.0%	44.0%	32.0% – 95.1%	90%
	Priority Level III within 3 months	48.6%	67.8%	48.6% – 99.1%	90%
	Priority Level IV within 12 months	83.4%	89.2%	83.4% – 100.0%	90%
Cumulative number of surgical cases performed as a percentage of target and variance from target[12] *2007/2008*	Percentage of target	100.4%	99.4%	92.2% – 114.6%	100%
	Variance from target	81	*not applicable*	*not applicable*	*not applicable*

2007/2008 Performance Management Summary

Indicator		RHA Value	Provincial Value	Range	Target
Institutional Supportive Care					
Prevalence of pressure sores: percentage of institutional supportive care residents with pressure sores[13] *as at the end of Q2 2007/2008*		–	–	–	*to be determined*
Case mix index for institutional supportive care facilities[13] *as at the end of Q2 2007/2008*		0.775	0.782	0.748 – 0.811	*to be determined*
Population Health Services					
Percentage of off reserve schools that are implementing healthy food / nutrition policies *as of September 1, 2007*		48.2	21.2	0.0 – 84.3	60% of schools by September 2011
Percentage of eligible population registered in SIMS and receiving recommended immunization at second birthday[14] *July 1, 2006 to June 30, 2007*	Diphtheria	67.4	69.8	53.3 – 85.7	to be determined
	Measles	66.6	69.5	53.3 – 82.1	
Influenza immunization rate per 100 population (age 65 years and over) *2006/2007*		68%	63%	52% – 70%	to be determined
Percentage of licensed or regulated facilities inspected each year (pursuant to The Public Health Act, 1994) *2007/2008*	FEE – Food Eating Establishment	95	*not applicable*	68 – 100	80% – 100%
	FPL – Food Processing (Licensed)	90	*not applicable*	50 – 100	
	LA – Licensed Accommodations	94	*not applicable*	46 – 100	
	SP – Swimming Pools	96	*not applicable*	55 – 100	
	Public Water Supplies	100	*not applicable*	43 – 100	
Percentage of facilities in compliance with The Tobacco Control Act in the category that includes: billiard halls / bingo establishments / bowling centres / casinos / restaurants / taverns[15] *2007/2008*		96.5%	96.7%	84.1% – 100.0%	90% compliance
Percentage of population (age 12 years and over) who are current (daily or occasional) smokers[15] *2005*[16]	Males	22.85	25.13	19.95 – 41.75	to be determined
	Females	21.63	23.30	16.36 – 32.31	

2007/2008 Performance Management Summary

Indicator		RHA Value	Provincial Value	Range	Target
Number of new diabetes cases (incidence) and existing (old and new) diabetes cases (prevalence) per 1,000 population *2005/2006*	Incidence	6.2	5.4	1.3 – 7.3	*to be determined*
	Prevalence	61.2	62.0	17.3 – 81.4	
Percentage of increase in needle exchange rates over previous year[17] *2006/2007*		0.6%	11.2%	-42.2% – 170.6%	*to be determined*
Community Care Services					
Alcohol and drug outpatient treatment completion rate per 100 admissions *2006/2007*		63.9%	57.9%	34.7% – 73.9%	*to be determined*
Average wait time for admission to alcohol and drug outpatient services[18] (in days) *2007/2008*		9.2	*not applicable*	*not applicable*	*to be determined*
Primary Health Services					
Percentage of RHA population with geographic proximity to primary health care teams *March 2008*		24.72%	27.08%	9.33% – 100.00%	25% of SK residents by 2006, 100% by 2011
Number of discrete clients receiving primary health care services in the RHA *2007/2008*	Q1	10,087	*not applicable*	*not applicable*	*not applicable*
	Q2	16,917			
	Q3	19,027			
	Q4	20,301			
Number of persons receiving a service from HealthLine for the RHA *2007/2008*	Q1	9,301	*not applicable*	*not applicable*	*not applicable*
	Q2	10,344			
	Q3	10,376			
	Q4	9,756			
	Year as a whole	39,777			
Number of new (in development and established) and enhanced primary health care teams for the current year *2007/2008*	New teams in development	1	*not applicable*	*not applicable*	*not applicable*
	New teams established	1			
	Enhanced teams	1			
Emergency Response Services					
Percentage of calls where the maximum qualification of all personnel on the call was less than Emergency Medical Technician (EMT) *2006/2007*		0.04%	0.76%	0.00% – 10.10%	*to be determined*

2007/2008 Performance Management Summary

Indicator		RHA Value	Provincial Value	Range	Target
Mental Health and Addiction Services					
Average daily census (ADC), occupancy rates, and average length of stay (ALOS) for mental health inpatient services[19] *2006/2007*	ADC	51	173	5 – 51	*to be determined*
	Occupancy rate	84.9%	75.7%	52.5% – 91.7%	*to be determined*
	ALOS	19.1	15.1	10.2 – 19.1	*to be determined*
Percentage of mental health inpatient separations where readmission occurred within 7 days[19] *2006/2007*		1.2%	4.9%	1.2% – 9.2%	*to be determined*
Alcohol and drug inpatient treatment completion rate per 100 admissions[20] *2006/2007*		74.9%	73.2%	55.1% – 77.6%	*to be determined*
Average wait time for admission to alcohol and drug inpatient services[18,21] (in days) *2007/2008*		23.9	*not applicable*	*not applicable*	*to be determined*
Average wait time for admission to alcohol and drug detoxification services[18,22] (in days) *2007/2008*		0.1	*not applicable*	*not applicable*	*to be determined*
Average wait time for admission to alcohol and drug stabilization services[18,23] (in days) *2007/2008*		0.0	*not applicable*	*not applicable*	*to be determined*
Average wait time for admission to alcohol and drug long term residential treatment services[18,24] (in days) *2007/2008*		*not applicable*	*not applicable*	*not applicable*	*to be determined*
Program Support Services					
Expenditures in program support funding pool as a percentage of total RHA operating expenditures[30] *2007/2008*		4.9%	*not applicable*	4.0% – 10.8%	12% for Mamawetan Churchill River and Keewatin Yatthé; 5% for all other RHAs

2007/2008 Performance Management Summary

Indicator		RHA Value	Provincial Value	Range	Target
Health Status and Outcome Indicators					
Infant mortality rate per 1,000 live births[25] *2002-2004*		6.2	5.9	4.0 – 10.5	*to be determined*
Low birth weight rate per 100 live births[25] *2002-2004*		5.8	5.4	3.7 – 6.0	*to be determined*
High birth weight rate per 100 live births[25] *2002-2004*		15.4	15.7	12.9 – 31.1	*to be determined*
Potential years of life lost per 100,000 population (age 0 to 74 years)[15] *2001*[26]	Circulatory Diseases	947.8	951.5	817.9 – 1,208.9	*to be determined*
	All Malignant Neoplasms	1,570.5	1,483.1	1,126.0 – 1,706.8	
	All Respiratory Diseases	219.7	222.9	63.5 – 376.5	
	Unintentional Injuries	845.3	1,028.0	636.4 – 2,781.8	
	Suicide and Self-Inflicted Injuries	395.8	412.1	315.1 – 628.5	
Disability-free life expectancy (at birth)[15] *1996*[27]	Males	66.4	66.6	61.8 – 69.2	*to be determined*
	Females	70.3	70.0	63.2 – 72.5	
Disability-free life expectancy (at age 65 years)[15] *1996*[27]	Males	11.1	11.2	8.7 – 12.1	*to be determined*
	Females	13.0	12.7	8.4 – 13.2	
Life expectancy (at birth)[15] *2001*[28]	Males	76.4	76.2	72.1 – 78.2	*to be determined*
	Females	81.9	81.8	76.1 – 82.8	
Life expectancy (at age 65 years)[15] *2001*[28]	Males	17.1	16.9	15.6 – 18.0	*to be determined*
	Females	21.0	20.9	17.2 – 21.8	
Self-rated health status: percentage of population (age 12 years and over) who report their health as very good or excellent[15] *2005*[16]		57.20	52.35	39.86 – 57.96	*to be determined*
Percentage of population (age 18 to 64 years) who are overweight or obese[15] *2005*[16]	Overweight (BMI 25.0-29.9)	30.75	32.52	30.53 – 36.12	*to be determined*
	Obese (BMI 30.0+)	17.35	20.03	16.88 – 24.19	

2007/2008 Performance Management Summary

Indicator		RHA Value	Provincial Value	Range	Target
Percentage of population (age 12 years and over) who report physical activity participation levels of active / moderately active or inactive[15] *2005*[16]	Active / moderately active	52.66	48.62	38.60 – 53.35	*to be determined*
	Inactive	45.41	49.52	44.06 – 58.77	
Number of visits to a physician for a mental health reason *2006/2007*	General Practitioners	101,744	*not applicable*	*not applicable*	*not applicable*
	Psychiatrists	15,274			
Age-sex adjusted diabetes prevalence rate per 1,000 population[29] *2005/2006*		58.3	*not applicable*	44.3 – 101.7	*to be determined*
Injury hospitalization rate per 1,000 population (age 0 to 19 years) *2005/2006*	Males	10.7	10.6	7.2 – 17.7	*to be determined*
	Females	7.1	7.0	5.0 – 14.2	
Hospitalization rate due to falls per 1,000 population (age 65 years and over) *2005/2006*	Males	12.8	14.3	8.6 – 35.3	*to be determined*
	Females	25.6	26.4	21.7 – 39.9	

Notes:

Please refer to the document "Performance Management Accountability Indicators" for detailed indicator descriptions.

1 The OOS/OTHER category includes all non-unionized employees on the SAHO Payroll system, not just management personnel.

2 The RWDSU category is applicable to Regina Qu'Appelle only.

3 Benchmark development is still in progress for the workforce planning indicators. In the interim, it is suggested that the provincial value or that of the best performer be used as the target.

4 The most recent data for the "Percentage of employees self-identifying as Aboriginal" indicator is from 2005/2006, and is not available for Five Hills, Cypress, Heartland, Prairie North, the Saskatchewan Cancer Agency, or the province as a whole.

5 MRI and bone mineral densitometry indicators are applicable to Regina Qu'Appelle and Saskatoon only.

6 CT indicators are applicable to Cypress, Five Hills, Prairie North, Prince Albert Parkland, Regina Qu'Appelle, Saskatoon, and Sunrise only.

7 Patient years of dialysis indicator is applicable to Cypress, Five Hills, Regina Qu'Appelle, Saskatoon, Kelsey Trail, Prairie North, Prince Albert Parkland, Sun Country, and Sunrise only.

8 Chronic kidney disease services indicator is applicable to Regina Qu'Appelle and Saskatoon only.

9 SHNB indicator is applicable to Prairie North only.

10 "Length of stay efficiency of inpatient rehabilitation programs" indicator is applicable to Regina Qu'Appelle (Wascana Rehabilitation Centre) and Saskatoon (Saskatoon City Hospital) only. The two facilities are not peers, in terms of their inpatient rehabilitation programs; therefore, their results should not be compared to each other.

11 "Alcohol and drug inpatient treatment completion rate – Calder Centre" is applicable to Saskatoon only.

12 The 2007/2008 target volume of surgeries to be performed by each RHA was negotiated between that RHA and Saskatchewan Health.

2007/2008 Performance Management Summary

13 Due to the small number of institutional supportive care residents in Mamawetan Churchill River and Keewatin Yatthé, the case mix index and pressure sores indicators are not applicable to these regions. Please note that the methodology for both indicators is currently being revised, and that values may change from those previously reported.

14 The Saskatchewan Immunization Management System (SIMS) does not capture on-reserve immunizations.

15 Mamawetan Churchill River, Keewatin Yatthé and Athabasca Health Authority were grouped together as "Northern Health Regions" for this indicator.

16 The most recent Canadian Community Health Survey (CCHS) data is Cycle 3.1 (2005). Therefore, the results are the same as those reported for 2006/2007.

17 Needle exchange program indicators are applicable to Five Hills, Keewatin Yatthé, Mamawetan Churchill River, Prairie North, Prince Albert Parkland, Regina Qu'Appelle, and Saskatoon only.

18 Data collection through the Alcohol, Drug and Gambling Information System (ADGIS) started in April 2007. Implementation is ongoing, and system and data entry issues continue to be identified and resolved. Due to these issues, 2007/2008 average wait times for some RHAs have been calculated using an average of quarterly results for 2007/2008, rather than the annual average.

19 Mental health inpatient indicators are not applicable to Heartland, Keewatin Yatthé, Kelsey Trail, and Mamawetan Churchill River.

20 "Alcohol and drug inpatient treatment completion rate" is applicable to Keewatin Yatthé, Mamawetan Churchill River, Prairie North, Prince Albert Parkland, Regina Qu'Appelle, and Saskatoon only.

21 "Average wait time for admission to alcohol and drug inpatient services" is applicable to Keewatin Yatthé, Mamawetan Churchill River, Prairie North, Prince Albert Parkland (youth services), Regina Qu'Appelle, and Saskatoon (both adult and youth services) only. 2007/2008 results for Keewatin Yatthé and Regina Qu'Appelle are based on a very low number of cases, and therefore may not be reliable.

22 "Average wait time for admission to alcohol and drug detoxification services" is applicable to Five Hills, Keewatin Yatthé, Mamawetan Churchill River, Prairie North, Regina Qu'Appelle, and Saskatoon only. 2007/2008 results for Keewatin Yatthé and Mamawetan Churchill River are based on a very low number of cases, and therefore may not be reliable.

23 "Average wait time for admission to alcohol and drug stabilization services" is applicable to Regina Qu'Appelle and Saskatoon only.

24 "Average wait time for admission to alcohol and drug long term residential treatment services" is applicable to Prairie North only.

25 Starting 2005/2006, the calculation methodology for the "Infant mortality rate," "Low birth weight rate" and "High birth weight rate" indicators changed from what was used previously. The time period also changed (three consecutive years, instead of five). Because these measures are calculated on a three-year basis, results are the same as those reported in 2005/2006 and 2006/2007.

26 Statistics Canada calculates this measure intermittently. The most recent is based on 2000 through 2002 death data and 2001 population estimates. Therefore, results are the same as those reported for 2005/2006 and 2006/2007.

27 Statistics Canada no longer calculates this measure (a similar measure, "Health Adjusted Life Expectancy (HALE)," exists but is not available at the regional level). Therefore, results are the same as those reported for 2004/2005 through 2006/2007.

28 Statistics Canada calculates this measure every 5 years, based on the latest census (2001). Therefore, results are the same as those reported for 2004/2005 through 2006/2007.

29 Starting 2005/2006, diabetes cases are determined usingan enhanced version of the methodology (the prescription drug database is now used along with the hospital separations and physician services databases). Caution should be exercised if comparing results to those presented in the 2004/2005 summary. The age-sex adjusted rates were calculated using 1996 Statistics Canada Census populations for Saskatchewan by sex and ten-year age groups.

30 Values are based on data from final, unaudited financial statements.

31 The indicator "total number of hours of public health education via Telehealth" includes the hours of public health education events attended via Telehealth and the hours of public health education events provided by the region via Telehealth (the distinction between attended and provided was not made in the data collected for 2007/2008).

Management Report

May 15, 2008

REGINA QU'APPELLE HEALTH REGION REPORT OF MANAGEMENT

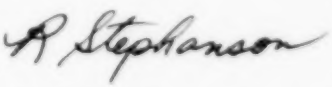
The accompanying financial statements are the responsibility of management and are approved by the Regina Qu'Appelle Regional Health Authority. The financial statements have been prepared in accordance with Canadian generally accepted accounting principles and the Financial Reporting Guide issued by the Saskatchewan Ministry of Health, and of necessity include amounts based on estimates and judgments. The financial information presented in the annual report is consistent with the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the Region's assets are safeguarded and the financial records are relevant and reliable.

The Authority delegates the responsibility of reviewing the financial statements and overseeing Management's performance in financial reporting to the Resource Accountability Committee. The Resource Accountability Committee meets with the Authority, Management and the external auditors to discuss and review financial matters and recommends the financial statements to the Authority for approval. The Authority approves the annual report and, with the recommendation of the Resource Accountability Committee, approves the financial statements.

The appointed auditor conducts an independent audit of the financial statements and has full and open access to the Resource Accountability Committee. The auditor's report expresses an opinion on the fairness of the financial statements prepared by Management.

Dwight Nelson
President and Chief Executive Officer



Randy Stephanson
Vice President and Chief Financial Officer

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SASKATCHEWAN

AUDITOR'S REPORT

To the Members of the Legislative Assembly of Saskatchewan

I have audited the statement of financial position of the Regina Qu'Appelle Regional Health Authority as at March 31, 2008 and the statements of operations and changes in fund balances, and cash flow for the year then ended. These financial statements are the responsibility of the Authority's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Authority as at March 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Regina, Saskatchewan
May 15, 2008

Fred Wendel, CMA, CA
Provincial Auditor

Statement 1

STATEMENT OF FINANCIAL POSITION

As at March 31, 2008

	Restricted Funds				
	Operating Fund	Capital Fund	Community Trust Fund	Total 2008	Total 2007 (Note 16)
ASSETS					
CURRENT ASSETS					
Cash & short-term investments (Schedule 2)	$ 22,336,415	$ 14,511,905	$ 797,302	$ 37,645,622	$ 11,044,381
Accounts receivable					
Saskatchewan Health - General Revenue Fund	1,459,779	1,345,404	-	2,805,183	8,150,474
Other	11,570,907	1,974,760	24,480	13,570,147	11,986,412
Due to/from other funds	(189,049)	62,505	126,544	-	-
Inventory (Note 2(e))	4,125,504	-	-	4,125,504	4,039,638
Prepaid expenses	3,530,404	1,679,643	-	5,210,047	3,043,989
	42,833,960	19,574,217	948,326	63,356,503	38,264,894
Investments (Notes 2(f) & 14(c) & Schedule 2)	-	-	1,597,969	1,597,969	1,835,048
Due from local governments (Note 5)	-	92,494	-	92,494	128,923
Capital assets (Notes 2(d) and 3)	-	307,842,420	-	307,842,420	291,773,833
TOTAL ASSETS	$ 42,833,960	$ 327,509,131	$ 2,546,295	$ 372,889,386	$ 332,002,698
LIABILITIES AND FUND BALANCE					
CURRENT LIABILITIES					
Accounts payable	$ 35,254,771	$ 3,342,822	$ -	$ 38,597,593	$ 30,712,331
Accrued salaries	14,393,574	-	-	14,393,574	13,196,875
Long-term debt & mortgages - current (Note 5)	-	548,857	-	548,857	661,167
Deferred revenue (Note 6)	13,325,217	-	-	13,325,217	10,015,356
Accrued vacation pay	34,668,950	-	-	34,668,950	32,196,368
	97,642,512	3,891,679	-	101,534,191	86,782,097
Long-term debt & mortgages (Note 5)	-	5,237,660	-	5,237,660	5,783,042
TOTAL LIABILITIES	97,642,512	9,129,339	-	106,771,851	92,565,139
FUND BALANCES					
Invested in capital assets	-	302,055,903	-	302,055,903	285,329,624
Externally restricted (Note 2(b) & Schedule 3)	-	18,626,894	2,546,295	21,173,189	12,162,723
Internally restricted (Note 15 & Schedule 4)	5,844,547	603,126	-	6,447,673	553,534
Unrestricted	(60,653,099)	(2,906,131)	-	(63,559,230)	(58,608,322)
TOTAL FUND BALANCES	(54,808,552)	318,379,792	2,546,295	266,117,535	239,437,559
TOTAL LIABILITIES & FUND BALANCES	$ 42,833,960	$ 327,509,131	$ 2,546,295	$ 372,889,386	$ 332,002,698

See accompanying notes to the Financial Statements

Statement 2

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

For the year ended March 31, 2008

	Operating Fund			Restricted Funds			
	Budget 2008 (Note 12)	2008	2007 (Note 16)	Capital 2008	Community Trust 2008	Total 2008	Total 2007 (Note 16)
REVENUES							
Saskatchewan Health - General	$616,837,719	$618,708,607	$580,069,038	$ 31,335,418	$ -	$ 31,335,418	$ 19,053,623
Other Provincial	4,484,289	4,328,589	5,280,519	189,985	-	189,985	224,517
Federal Government	5,101,614	5,916,568	5,743,179	-	-	-	-
Funding from other Provinces	-	-	-	-	-	-	-
Special Funded Programs	4,152,515	4,363,766	4,408,156	-	-	-	-
Patient Fees	16,468,812	16,553,467	15,211,159	-	-	-	-
Out of Province (Reciprocal)	5,179,397	6,054,067	5,719,647	-	-	-	-
Out of Country	585,451	1,024,675	569,518	-	-	-	-
Donations	-	290,390	420,929	5,886,704	156,685	6,043,389	3,730,020
Investment	142,093	265,748	203,224	-	96,940	96,940	99,073
Ancillary	4,161,733	4,196,805	3,991,876	-	-	-	-
Recoveries	6,490,742	7,147,831	6,729,225	-	-	-	-
Other	6,638,636	8,556,885	6,289,862	5,309,854	47,074	5,356,928	3,978,918
	670,243,001	677,407,398	634,636,332	42,721,961	300,699	43,022,660	27,086,151
EXPENSES							
Province Wide Acute Care Services	51,003,734	50,664,207	47,532,571	4,660,056	-	4,660,056	4,679,592
Acute Care Services	318,510,207	318,111,896	299,281,424	11,843,908	-	11,843,908	11,609,095
Physician Compensation - Acute	47,013,298	46,612,174	43,140,663	-	-	-	-
Supportive Care Services	115,095,710	119,878,641	109,980,724	1,397,959	5,757	1,403,716	1,045,504
Home Based Service - Supportive Care	15,972,240	16,382,021	16,387,382	24,093	-	24,093	7,875
Population Health Services	16,869,642	16,588,063	15,637,213	47,269	-	47,269	48,698
Community Care Services	22,498,713	21,046,415	19,191,725	191,776	-	191,776	82,971
Home Based Services - Acute & Palliative	9,779,477	9,498,336	8,037,006	11,867	-	11,867	3,465
Primary Health Care Services	9,434,045	8,716,280	7,514,526	727,167	-	727,167	628,776
Emergency Response Services	10,657,193	11,080,779	9,581,648	422,431	-	422,431	253,136
Mental Health Services - Inpatient/Residential	9,047,011	9,018,034	8,505,442	-	-	-	-
Addictions Services - Residential	-	-	-	-	-	-	-
Physician Compensation - Community	6,025,597	4,999,499	4,942,252	-	-	-	-
Program Support Services	33,053,411	33,217,731	32,047,081	2,570,548	-	2,570,548	3,424,568
Special Funded Programs	4,022,666	4,711,812	4,068,125	-	-	-	-
Ancillary	1,260,057	1,206,592	926,624	114,771	-	114,771	114,771
Total Expenses (Schedule 1)	670,243,001	671,732,480	626,774,406	22,011,845	5,757	22,017,602	21,896,451
Excess (Deficiency) of revenue over expenses	$ -	5,674,918	7,861,926	20,710,116	294,942	21,005,058	5,187,700
Fund balances, beginning of year		(57,093,105)	(61,811,566)	294,016,901	2,513,763	296,530,664	288,199,499
Interfund transfers (Note 15)		(3,390,365)	(3,143,465)	3,652,775	(262,410)	3,390,365	3,143,465
Fund balances, end of year		$ (54,808,552)	$ (57,093,105)	$318,379,792	$ 2,546,295	$320,926,087	$296,530,664

See accompanying notes to the Financial Statements

Statement 3

STATEMENT OF CASH FLOW

For the year ended March 31, 2008

	Operating Fund		Restricted Fund			
	2008	2007 (Note 16)	Capital	Community Trust	Total 2008	Total 2007 (Note 16)
Cash provided by (used in):	**Operating Activities**		**Financing and Investing Activities**			
Excess (Deficiency) of revenues over expenses	$ 5,674,918	$ 7,861,926	$20,710,116	$ 294,942	$21,005,058	$ 5,187,700
Net change in non-cash working capital (Note 7)	18,713,391	16,804,825	(2,044,971)	(294,384)	(2,339,355)	(7,056,807)
Amortization of capital assets	-	-	21,317,505	-	21,317,505	21,275,277
Loss/(gain) on disposal of capital assets	-	-	102,179	-	102,179	-
	24,388,309	24,666,751	40,084,829	558	40,085,387	19,406,170
Purchase of capital assets						
Buildings/construction	-	-	(16,262,765)	-	(16,262,765)	(16,123,664)
Equipment	-	-	(21,308,342)	-	(21,308,342)	(12,748,396)
Proceeds on disposal of capital assets						
Buildings/construction	-	-	-	-	-	-
Equipment	-	-	82,836	-	82,836	-
Disposal (Purchase) of long-term investments	-	226,869	36,429	237,079	273,508	165,115
	-	226,869	(37,451,842)	237,079	(37,214,763)	(28,706,945)
Repayment of debt	-	-	(657,692)	-	(657,692)	(624,268)
Net increase (decrease) in cash & short-term investments during the year	24,388,309	24,893,620	1,975,295	237,637	2,212,932	(9,925,043)
Cash & short-term investments, beginning of year	1,338,471	(12,379,786)	8,883,835	822,075	9,705,910	8,455,590
Restatement of fund balances (Note 16)	-	(8,031,898)	-	-	-	8,031,898
Interfund transfers (Note 15)	(3,390,365)	(3,143,465)	3,652,775	(262,410)	3,390,365	3,143,465
Cash & short-term investments, end of year	$22,336,415	$ 1,338,471	$14,511,905	$ 797,302	$15,309,207	$ 9,705,910
Amounts in cash balances						
Cash and short-term investments	$22,336,415	$ 1,338,471	$14,511,905	$ 797,302	$15,309,207	$ 9,705,910

See accompanying notes to the Financial Statements

Schedule 1

SCHEDULE OF EXPENSES BY OBJECT

For the year ended March 31, 2008

	Budget 2008	2008	2007 (Note 16)
Operating:			
Board costs	$ 188,810	$ 159,669	$ 161,440
Compensation - Benefits	65,153,865	63,477,769	60,255,788
Compensation - Salaries	341,509,276	348,039,684	322,865,620
Diagnostic imaging supplies	1,851,780	1,551,340	1,561,895
Drugs	12,647,159	12,155,348	11,510,314
Food	5,166,386	5,342,530	4,901,137
Grants to ambulance services	2,170,548	2,329,304	2,074,122
Grants to third parties	69,097,334	70,150,050	65,250,387
Housekeeping and laundry supplies	2,545,694	2,228,022	2,259,068
Information technology contracts	3,307,159	3,256,593	3,401,694
Insurance	1,707,435	1,410,465	1,416,062
Interest	983,914	295,933	168,375
Laboratory supplies	5,510,971	5,568,471	5,390,370
Medical and surgical supplies	32,003,147	31,795,804	29,839,760
Medical remuneration and benefits	52,308,158	51,033,599	47,487,175
Office supplies and other office costs	3,937,994	3,978,466	3,689,919
Other	12,083,638	12,356,878	10,249,454
Other referred out services	421,612	523,403	396,349
Professional fees	11,983,962	11,815,943	11,187,398
Prosthetics	15,634,391	14,867,559	14,744,110
Purchased services	294,221	838,257	456,182
Rent/lease costs	3,723,585	3,962,072	3,606,064
Repairs and maintenance	8,951,945	8,265,463	8,289,538
Service contracts	1,161,512	1,203,309	1,137,826
Travel	3,983,514	4,072,137	3,851,200
Utilities	11,914,991	11,054,412	10,623,159
	$ 670,243,001	$ 671,732,480	$ 626,774,406
Restricted			
Amortization		$ 21,317,505	$ 21,275,277
Loss (gain) on disposal of fixed assets		102,179	(31,344)
Mortgage interest expense		195,993	221,091
Other		401,925	433,427
		$ 22,017,602	$ 21,898,451

Schedule 2

SCHEDULE OF INVESTMENTS

As at March 31, 2008

	Amount	Maturity	Effective Rate
Restricted			
Cash and Short-Term			
Chequing and Savings			
Cash	$ 12,174		
Bank of Montreal Regina	14,511,905		
Manulife Bank	38,003		
Renaissance Money Market	54,945		
	14,617,027		
Investments			
Canada Housing Trust	355,788	15-Sep-08	3.70%
Farm Credit Canada	318,297	15-Aug-08	3.25%
Province of Alberta	18,095	16-Dec-08	5.00%
	692,180		
Long-Term			
Canada Housing Trust	15,081	15-Sep-09	4.65%
Canada Housing Trust	120,124	15-Mar-11	4.05%
Canadian Imperial Bank of Commerce	233,011	2-Sep-10	4.95%
Government of Canada	93,074	1-Sep-09	4.25%
ICICI Bank	20,126	13-Dec-10	4.87%
Municipal Finance of BC	35,691	6-Apr-09	3.85%
Province of Ontario	291,703	19-May-10	4.00%
Province of Ontario	430,459	19-May-09	4.00%
Saskatchewan Savings Bonds	358,700	15-Jul-12	4.20%
	1,597,969		
Total Restricted Investments	$ 16,907,176		
Unrestricted			
Cash and Short-Term			
Cash on Hand	$ 83,020		
Petty Cash	52,348		
Bank of Montreal	20,935,569		
Broadview Credit Union	18,486		
Canadian Imperial Bank of Commerce	72,166		
Cornerstone Credit Union	1,661		
Raymore Credit Union	64		
RBC Dominion Securities	20		
Royal Bank	38,867		
Toronto-Dominion Bank	1,134,214		
Total Unrestricted Investments	$ 22,336,415		
Cash & short-term investments	$ 37,645,622		
Investments	1,597,969		
	$ 39,243,591		

Schedule 3

SCHEDULE OF EXTERNALLY RESTRICTED FUNDS

For the year ended March 31, 2008

	Balance Beginning of Year	Investment & Other Revenue	Donations/ Grants	Expenses	Transfer to investment in capital asset	Balance End of Year
Community Trust Fund						
Balcarres Integrated Care Centre	$ 75,533	$ 2,759	$ –	$ 20	$ –	$ 78,272
Broadview Centennial Lodge	236,587	10,863	1,730	1,644	1,067	246,469
Broadview Union Hospital	112,486	6,188	26,455	–	–	145,129
District Office	1,280	–	–	1,280	–	–
Eastern Saskatchewan Pioneer Lodge	(25)	–	11,971	–	2,500	9,446
Golden Prairie Home	465,241	19,269	10,486	840	40,887	453,269
Grenfell Area	550,090	22,175	4,591	714	21,923	554,219
Home Care	6,675	24	–	–	–	6,699
Indian Head Hospital	11,359	49,500	1,223	–	47,933	14,149
Lakeside Home	12,969	–	660	–	8,564	5,065
Montmartre Health Centre	85,273	3,109	50	–	3,625	84,807
Moosomin Union Hospital	117,753	4,646	10,551	–	14,938	118,012
St. Joseph's Integrated Care Centre	169,726	7,494	–	–	3,091	174,129
Whitewood Health Centre	120,587	2,344	52,865	1,259	21,052	153,485
Wolseley Memorial Hospital	548,229	15,666	36,080	–	96,830	503,145
	$ 2,513,763	$ 144,037	$ 156,662	$ 5,757	$ 262,410	$ 2,546,295
Capital Fund						
Balcarres Integrated Care Centre	$ 68,454	$ 14,281	$ –	$ 2,787	$ 19,524	$ 60,424
Echo Lodge	42,123	2,704	–	1,476	15,669	27,682
Home Care	4,412	15	–	–	–	4,427
Hospitals of Regina Foundation	495,524	–	–	–	276,058	219,466
Silver Heights Special Care Home	14,750	8,715	–	53	6,234	17,178
St. Joseph's Care Centre	5,819	3,685	–	–	2,000	7,504
Wascana Rehab Centre	149,332	–	30,000	–	54,569	124,763
Saskatchewan Health Block Funding	511,341	–	1,430,000	–	1,043,902	897,439
Saskatchewan Health Capital Equipment	5,251,068	–	6,033,333	–	8,163,048	3,121,353
Saskatchewan Health Cardiac Care	–	–	1,800,000	–	73,726	1,726,274
Saskatchewan Health Chiller Upgrades	–	–	1,600,000	–	582,370	1,017,630
Saskatchewan Health Diagnostic Imaging	744,259	–	2,408,361	–	579,251	2,573,369
Saskatchewan Health Patient Wait Guarantee	–	–	425,000	–	–	425,000
Saskatchewan Health Project Hope	2,350,000	–	1,217,000	–	29,189	3,537,811
Saskatchewan Health Quala Project	11,878	–	73,451	–	49,532	35,797
Saskatchewan Health RGH Alarm System	–	–	1,750,000	–	–	1,750,000
Saskatchewan Health Safety Lifting	–	–	2,269,180	–	138,618	2,130,562
Saskatchewan Health Surgical Equipment	–	–	1,245,500	–	297,584	947,916
Saskatchewan Health Workforce Planning	–	–	126,326	–	124,027	2,299
	$ 9,648,960	$ 29,400	$20,408,151	$ 4,316	$11,455,301	$18,626,894
Total Externally Restricted Funds	$12,162,723	$ 173,437	$20,564,813	$ 10,073	$11,717,711	$21,173,189

Schedule 4

SCHEDULE OF INTERNALLY RESTRICTED FUND BALANCES

For the year ended March 31, 2008

	Balance Beginning of Year	Investment Income Allocation	Allocation from Unrestricted Fund	Transfer to Unrestricted Fund	Transfer to Investment in Capital	Balance End of Year
Capital						
SHC Replacement Reserves						
Balcarres Integrated Care Centre	$ 108,000	$ -	$ -	$ -	$ -	$ 108,000
Broadview & District Centennial Lodge	43,414	-	9,405	-	13,328	39,491
Eastern Saskatchewan Pioneer Lodge	57,033	-	15,400	-	-	72,433
Echo Lodge	142,384	-	32,830	-	3,670	171,544
Golden Prairie Home	115,790	-	-	-	-	115,790
Silver Heights	76,245	-	1,255	-	-	77,500
Whitewood Community Health Centre	10,668	-	7,700	-	-	18,368
	$ 553,534	$ -	$ 66,590	$ -	$ 16,998	$ 603,126
Operating						
Information Technology Systems	-	-	3,747,000	-	1,713,342	2,033,658
Renovations & Construction	-	-	3,719,000	-	246,459	3,472,541
Capital Equipment	-	-	688,348	-	350,000	338,348
	$ -	$ -	$ 8,154,348	$ -	$ 2,309,801	$ 5,844,547
Total Internally Restricted Funds	$ 553,534	$ -	$ 8,220,938	$ -	$ 2,326,799	$ 6,447,673

Schedule 5

CONSOLIDATED SCHEDULE OF BOARD REMUNERATION

For the year ended March 31, 2008

Board Members	Retainer	Per Diem	Travel Time Expenses	Travel & Sustenance Expenses	Other Expenses	CPP	2008 Total	2007 Total
Chairperson								
Boutilier, L.	$ 4,980	$ 10,378	$ 2,347	$ 828	$ 5,797	$ 732	$ 25,062	$ 8,455
Board Members								
Bergman, A.	-	5,325	1,838	1,807	2,051	-	11,021	11,668
Connolley, P.	-	7,175	3,588	4,271	2,660	359	18,053	20,500
Elford, L.	-	8,850	1,975	1,103	5,719	362	18,009	11,998
Everett, M.	-	6,575	3,962	4,189	5,336	-	20,062	27,959
Fisher, T.	-	4,750	862	854	2,252	119	8,837	8,460
Knuttila, M.	4,980	7,225	731	927	916	490	15,269	31,241
Leier, B.	-	3,088	300	520	511	23	4,442	7,927
Poitras, B.	-	3,850	350	453	1,393	72	6,118	6,589
Semenchuck, G.	-	2,400	413	244	2,547	-	5,604	3,663
Taylor, A.	-	6,825	400	287	1,246	-	8,758	7,850
Ward, C.	-	6,800	2,525	3,189	264	-	12,778	13,258
	$ 9,960	$ 73,241	$ 19,291	$ 18,672	$ 30,692	$ 2,157	$ 154,013	$ 159,568

Schedule 5

CONSOLIDATED SCHEDULE OF SENIOR MANAGEMENT SALARIES, BENEFITS, ALLOWANCES AND SEVERANCE

For the year ended March 31, 2008

	2008					2007		
Senior Employees	**Salaries[1]**	**Benefits & Allowances[2]**	**Sub-total**	**Severance Amount**	**Total**	**Salaries, Benefits & Allowances[1,2]**	**Severance**	**Total**
Dwight Nelson, President & CEO	$ 284,649	$ 8,460	$ 293,109	$ -	$ 293,109	$ 275,331	$ -	$ 275,331
David Ahmed, Vice President, Medical Services	112,892	3,666	116,558	-	116,558	116,321	-	116,321
Keith Dewar, Senior Vice President, Health Services	164,928	5,561	170,489	-	170,489	40,137	-	40,137
Tania Diener, Regional Medical Health Officer	249,503	3,066	252,569	-	252,569	241,780	-	241,780
Patrick Dumelie, Senior Vice President, Health Services	-	-	-	-	-	87,812	-	87,812
Donna Evans, Vice President, Operations Support	58,082	555	58,637	-	58,637	147,268	-	147,268
Carol Klassen, Vice President, Knowledge Management & Strategic Development	155,250	6,066	161,316	-	161,316	147,883	-	147,883
John Labatt, Vice President, Primary Health Care	-	-	-	-	-	71,085	-	71,085
Diane Larrivee, Vice President, Specialty Care	148,057	6,191	154,248	-	154,248	148,309	-	148,309
Brian Laursen, Senior Vice President, Medical Services	155,409	6,666	162,075	-	162,075	176,773	-	176,773
Jane Lindstrom, Vice President, Human Resources	74,965	2,528	77,493	-	77,493	155,157	-	155,157
Dawn McNeil, Vice President, Primary Health Care	-	-	-	-	-	65,416	-	65,416
Susan Neville, Vice President, Restorative & Continuing Care	148,057	6,066	154,123	-	154,123	148,309	-	148,309
Michael Redenbach, Vice President, Primary Health Care	130,984	6,066	137,050	-	137,050	10,237	-	10,237
Randy Stephanson, Vice President & Chief Financial Officer	85,966	1,422	87,388	-	87,388	-	-	-
Linda West, Vice President, Human Resources	68,437	33	68,470	-	68,470	-	-	-
	$ 1,837,179	$ 56,346	$ 1,893,525	$ -	$ 1,893,525	$ 1,831,818	$ -	$ 1,831,818

[1]Salaries include regular base pay, overtime, honoraria, sick leave, vacation leave, and merit or performance pay, lumpsum payments, and any other direct cash remuneration.

[2]Benefits and allowances include the employer's share of amounts paid for the employees' benefits and allowances that are taxable to the employee. This includes: professional development, education for personal interest, non-accountable relocation benefits, personal use of an automobile, cell phone, computer, etc., as well as any other taxable benefits.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2008

1. LEGISLATIVE AUTHORITY

On August 1, 2002 the Legislative Assembly passed *The Regional Health Services Act* (The Act). The Act created the Regional Health Authorities for the purpose of governing the delivery of health services as well as establishing and governing Health Regions in the province of Saskatchewan.

The Regina Qu'Appelle Regional Health Authority (RHA) was created by The Act and is responsible for the planning, organization, delivery, and evaluation of health services it is to provide within the geographic area known as Regina Qu'Appelle Health Region under section 27 of The Act.

The Regina Qu'Appelle Regional Health Authority is a non-profit organization and is not subject to income and property taxes from federal, provincial and municipal levels of government.

2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies.

a) Health Care Organizations

i) The RHA has agreements with and grants funding to the following community based organizations (CBO's) and third parties to provide health service:

615672 Saskatchewan Ltd. (Touchwood EMS)
Autism Resource Centre Inc.
Backlin's Ambulance Service Ltd.
Cosmopolitan Activity Centre
Cupar Lions Volunteer Ambulance
Extendicare (Canada) Inc.
Imperial & District Ambulance
JT Ambulance Service Ltd.
Living Sky Ambulance
Lumsden & Craven Seniors' Program Inc.
Mental Health Association / Regina Branch Inc.
Milestone Assisted Living Advisory Board
Mobile Crisis Services, Inc.
North Central Community Association
Pipestone Qu'Appelle Association for Community Living
Phoenix Residential Society Inc.
Planned Parenthood Regina
Prairie Ambulance Care (1998) Ltd.
Rainbow Youth Centre Inc.
Raymore Community Health and Social Centre
Red Cross
Regina Recovery Homes Inc.
Regina Community Clinic
Salvation Army Waterston Centre
Soo Line Ambulance
Tisher Family Daycare
University of Regina
Valley Ambulance Care Ltd.

Note 9 b) i) provides disclosure of payments to CBOs and third parties.

ii) The following affiliates are incorporated as follows (and are registered charities under *The Income Tax Act*):

All Nations' Healing Hospital Inc.

Cupar and District Nursing Home Inc.

Lumsden & District Heritage Home Inc.

Pioneer Village Special Care Corporation

The Qu'Appelle Diocesan Housing Company

The Regina Lutheran Housing Corporation

The Salvation Army William Booth Special Care Home

Santa Maria Senior Citizens Home Inc.

The RHA provides annual grant funding to these organizations for the delivery of health care services. Consequently, the RHA has disclosed certain financial information regarding these affiliates.

These affiliates are not consolidated into the RHA financial statements. Alternately, Note 9 b) ii) provides supplementary information on the financial position, results of operations, and cash flows of the affiliates.

iii) The Hospitals of Regina Foundation (the Foundation) is a non-controlled not-for-profit entity that raises funds for programs and equipment for facilities under the Regina Qu'Appelle Health Region. The Foundation is incorporated under the *Non-Profit Corporations Act* and is a registered charity under *The Income Tax Act*.

The activities of the Foundation are not consolidated into the RHA financial statements. Alternately, Note 9 b) iii) provides supplementary information on the financial position, results of operations, and cash flows of the Foundation.

b) Fund Accounting

The accounts of the RHA are maintained in accordance with the restricted fund method of accounting for contributions. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

i) Operating Fund

The operating fund reflects the primary operations of the RHA including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries and ancillary revenue. Expenses are for the delivery of health services.

ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of the RHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues receivable from Saskatchewan Health - General Revenue Fund designated for the construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community generated assets transferred to the RHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the RHA from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between the RHA and the health corporations.

c) Revenue

Unrestricted contributions are recognized as revenue in the Operating Fund in the year in which they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions related to general operations are recorded as deferred revenue and recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year.

d) Capital Assets

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line basis over their estimated useful lives as follows:

Buildings	2% to 6 2/3%
Leasehold improvements	2 1/2% to 20%
Equipment	5% to 30%

Donated capital assets are recorded at their fair value at the date of contribution.

e) Inventory

Inventories consist of general stores, pharmacy, and linen. All inventories are valued at the lower of cost or net realizable value. Cost of general stores and linen inventory is determined on a weighted average basis. Pharmacy inventory cost is determined on the first in, first out basis.

f) Investments

Investments are valued at fair value.

g) Pension

Employees of the RHA participate in several multi-employer defined benefit pension plans or a defined contribution plan. The RHA follows defined contribution plan accounting for its participation in the plans. Accordingly the RHA expenses all contributions it is required to make in the year.

h) Measurement Uncertainty

These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they become known.

i) Financial Instruments

The RHA is exposed to financial risks as a result of financial instruments. The risks the RHA is exposed to are:

i) Price risks which include: Currency risk, affected by changes in foreign exchange rates; Interest rate risk, affected by changes in market interest rates; and Market risk, affected by changes in market prices, whether those changes are caused by factors specific to the individual instrument or the issuer or factors affecting all instruments traded in the market.

ii) Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss.

iii) Liquidity risk is the risk that an entity will encounter difficulty in raising funds to meet commitments associated with financial instruments. This may result from an inability to sell a financial asset quickly at close to its fair value.

iv) Cash flow risk is the risk that future cash flows associated with a monetary financial instrument will fluctuate in amount.

See note 14 for additional information on financial instruments.

j) Replacement Reserves

The RHA is required to maintain certain replacement reserves as a condition of receiving subsidy assistance from Saskatchewan Housing Corporation. Schedule 4 shows the changes in these reserve balances during the year.

3. CAPITAL ASSETS

	March 31, 2008			March 31, 2007
	Cost	Amortization	Net Book Value	Net Book Value
Land	$ 6,040,740	$ –	$ 6,040,740	$ 6,040,741
Land & Leasehold Improvements	5,273,193	3,718,750	1,554,443	1,538,984
Buildings	358,415,469	153,837,854	204,577,615	213,724,115
Equipment	243,418,145	177,777,157	65,640,988	56,038,178
Construction in progress	30,028,634	–	30,028,634	14,431,815
	$ 643,176,181	$ 335,333,761	$ 307,842,420	$ 291,773,833

4. COMMITMENTS

a) Capital Asset Acquisitions

At March 31, 2008, commitments for acquisitions of capital assets were $12,067,303 (2007- $4,194,150).

b) Operating Leases

Minimum annual payments under operating leases on property and equipment over the next five years are as follows:

2008-09	$ 1,755,611
2009-10	1,107,290
2010-11	741,071
2011-12	704,238
2012-13	296,695
2013 & subsequent	69,194

5. MORTGAGES AND LOANS PAYABLE

	Interest Rate	Repayment Terms	S.H.C. Subsidy	2008	2007
Balcarres Integrated Care Centre					
CMHC Due April 2015	8.000%	$ 17,221 principal & interest		$ 93,310	$ 102,779
Broadview & District Centennial Lodge					
CMHC Due April 2008	4.580%	$ 11,951 principal & interest	27,506	11,905	151,192
Eastern Saskatchewan Pioneer Lodge					
CMHC Due October 2017	5.875%	$ 10,814 principal & interest		79,337	85,355
CMHC Due October 2024	8.000%	$ 10,131 principal & interest		93,679	96,323
Echo Lodge					
CMHC Due September 2012	5.520%	$ 59,166 principal & interest	21,089	589,652	615,777
CMHC Due January 2023	7.500%	$ 3,243 principal & interest		29,176	30,221
CMHC Due January 2018	5.875%	$ 10,688 principal & interest		79,950	85,811
Fort Qu'Appelle Regional Office					
Pacific & Western - Due November 2009	6.489%	$ 75,070 principal & interest		116,207	181,422
Golden Prairie Home					
CMHC Due December 2013	5.140%	$ 61,132 principal & interest	19,755	575,180	606,126
CMHC Due May 2024	7.625%	$ 18,687 principal & interest		174,693	180,046
Local Governments					
Pacific & Western - Due September 2008	6.560%	$ 37,783 principal & interest		36,583	102,582
Medical Office Building					
Bank of Montreal - demand loan	5.625%	$ 373,287 principal & interest		2,421,548	2,650,781
Silver Heights Special Care Home					
CMHC Due March 2013	5.380%	$ 49,785 principal & interest	60,000	607,892	624,764
Whitewood Community Health Centre					
CMHC Due December 2013	5.140%	$ 99,851 principal & interest	31,635	877,405	931,030
				$ 5,786,517	$ 6,444,209
		Less: Current portion		548,857	661,167
				$ 5,237,660	$ 5,783,042

Saskatchewan Housing Corporation (SHC) may provide a mortgage subsidy for supportive care homes financed by Canada Mortgage and Housing Corporation (CMHC). The subsidy may change when the mortgage renewal occurs.

For each of the mortgages, the RHA has pledged the related buildings of the special care homes as security. Security for the loans was given in the form of promissory notes, general security agreements, assignments of fire insurance and board resolutions.

The RHA assumed responsibility for a loan agreement with Pacific and Western Trust, which was made on behalf of local governments that committed funds for the construction of the Balcarres Integrated Care Centre. The local governments provided signed agreements for the annual payment of their portion of the loan. The balance owing from local governments is $92,494 (2007 - $128,923).

The Medical Office Building demand loan was to finance the construction of the Medical Office Building. This project is considered to be self-financing over a 20-year period and the loan is secured through assignment of rent receipts. Interest is at bank prime less .375%. There is a remaining eleven-year amortization on this loan.

Principal repayments required in each of the next five years are estimated as follows:

2008-09	$ 548,857
2009-10	499,968
2010-11	477,076
2011-12	501,896
2012-13	528,398
2013 & subsequent	3,230,322

6. DEFERRED REVENUE

	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Saskatchewan Health Initiatives				
Aboriginal Awareness	$ 121,760	$ 175,057	$ 73,830	$ 20,533
Aboriginal Awareness GRAA Representative Workforce	4,700	-	-	4,700
Advanced Cardiac Life Support	-	15,350	50,000	34,650
Bariatric Surgery Assessment	-	110,752	856,900	746,148
Brain Snacks	-	10,205	35,174	24,969
CDI-On Site Emergency Physician	-	625,067	625,067	-
Children's Mental Health: Outreach Services	18,051	506,692	792,788	304,147
Children's Mental Health: Respite Services	18,051	-	-	18,051
Chronic Disease Management	-	29,500	50,000	20,500
Chronic Renal Insufficiency Clinic	-	500,000	500,000	-
Cognitive Disabilties Enhancement	194,552	392,031	348,991	151,512
Community Health Nursing Standard Workshop	-	-	2,500	2,500
Complex Care - Respite	-	-	100,000	100,000
Computers Sask Immunization	8,783	8,783	-	-
Diabetes Plan	72,791	72,791	-	-
Dialysis Therapy Support Project	23,049	23,049	-	-
Domestic Violence Court	-	-	187,013	187,013
Drug Treatment Court	65,891	357,824	391,157	99,224
Emergency Nursing Journal Club	-	932	3,000	2,068
Enhanced Needle Exchange	19,990	-	-	19,990
E P I & Distance Consultant - Child & Youth	246,830	417,022	739,847	569,655
Facility Assessment Audits	550,000	519,690	-	30,310
Fitness Centre at RGH	2,293	2,293	-	-
HealthLine	214,505	3,288,162	3,256,700	183,043
HealthLine - Nurses Training	32,000	-	-	32,000
Hearing Aid Employees Exam	900	900	-	-
Hip & Knee Pathway	-	41,456	150,000	108,544
HIV Case Management Project	40,000	40,000	40,000	40,000
HSAS Agreement	-	899,076	899,076	-
IDU Outreach & Needle Exchange	10,000	-	15,000	25,000
Implementation Resources 05/06	64,777	45,136	-	19,641
Implementation Resources 06/07	66,667	66,667	-	-
Independent Hemodialysis	-	-	550,000	550,000
IRCS/YCJA	113,736	31,585	55,020	137,171
Leadership Reporting Tools	47,080	-	-	47,080

	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Saskatchewan Health Initiatives continued				
Leading Thunderbird Lodge	800,000	–	–	800,000
Learning & Development	192,214	240,595	68,068	19,687
Manager's Electronic Toolkit	28,180	–	–	28,180
MDS Home Care	90,357	75,331	–	15,026
Medical Lab & Phlebotomy Training	–	71,856	75,000	3,144
Medical Remuneration Issues	500,000	9,775	–	490,225
Mental Health Promotion	4,551	86,109	84,489	2,931
MHA - HealthLine	129,994	427,501	511,515	214,008
Midwifery Services	124,551	26,577	–	97,974
Midwifery Services - Renovations	–	–	20,000	20,000
Mother Baby Unit Model of Care	–	64,362	70,100	5,738
Musculoskeletal Clinic Project	340,104	139,057	–	201,047
National Trauma Registry	–	–	7,500	7,500
Needle Exchange	15,000	–	–	15,000
North Central Shared Facility	244,854	238,649	–	6,205
Nursing Mentorship Initiative	–	6,830	54,000	47,170
Nursing Professional Development	–	–	210,294	210,294
Nursing Standards Council	68,274	10,083	–	58,191
Obstetrics 24/7 On-Site Coverage	–	–	438,000	438,000
OR Nurse Training	–	–	125,000	125,000
Outreach for YDDS - Project Hope	21,435	267,092	483,566	237,909
Palliative Care Lymphedema	–	19,405	75,000	55,595
Pharmacist Services	–	–	60,000	60,000
Philippine Nurse Relocation	–	37,053	105,000	67,947
Physician Retention Coord Project	–	17,495	65,000	47,505
Pilot Project Patient Streaming	300,000	425,000	125,000	–
Primary Health Care Initiatives	47,141	564,029	568,636	51,748
Primary Health Care Victoria Square Medical Clinic	125,000	–	–	125,000
Primary Health Services	15,000	–	–	15,000
Promotion of HealthLine	10,000	–	–	10,000
Provincial Diabetes Plan	45,000	9,321	60,000	95,679
Provincial Nursing Mentorship	–	–	131,950	131,950
PST ER Streaming	788,000	317,927	–	470,073
Quality Health Workplace Initiatives	26,262	582,262	556,000	–
Quality Workplace Initiatives	60,000	49,675	68,068	78,393
Recruitment & Retention	–	53,020	350,000	296,980
Recruitment/Retention Strategy	4,839	4,044	–	795
Redesign PHN Orientation	–	–	75,000	75,000
Research Project Nurses' Turnover	17,285	–	–	17,285
RN(NP) 4 Directions Community Health	34,564	26,622	–	7,942
RNNP Indian Head	–	–	25,000	25,000
Safety Lifting/Surgical Equipment	–	–	138,477	138,477
Safety Training Initiatives	–	1,422	255,020	253,598
SANE Program	–	–	5,000	5,000

	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Saskatchewan Health Initiatives continued				
Secure Youth Detox	–	685,351	740,733	55,382
Services for Children	–	–	39,500	39,500
Short Term Acute Home Care	273,181	12,040	–	261,141
Speech Language Pathologist	–	–	77,000	77,000
Surgical Incentive Fund	26,428	266,441	454,300	214,287
Team Funding Family Medicine Unit	–	76,000	76,000	–
Twin Valleys Primary Health Site	39,839	51,690	192,971	181,120
Vaccination Programs	20,000	20,000	42,740	42,740
Visudyne	9,000	9,000	–	–
Visudyne Drug Costs	–	477,000	477,000	–
Workforce Mentorship Pilot Project	–	25,791	74,172	48,381
Workplace Accomodation Workshop	6,500	6,500	–	–
Youth Outpatient & Outreach - Project Hope	642	642	–	–
Youth Outreach Services	50,000	50,000	–	–
Total Saskatchewan Health	6,394,601	13,631,567	16,707,162	9,470,196
Non Saskatchewan Health Initiatives				
Acquired Brain Injury Program	$ 20,615	$ 649,727	$ 647,223	$ 18,111
Education Funds	114,263	167,498	135,625	82,390
Kids First	85,793	73,422	–	12,371
Research Grants	1,242,458	514,330	672,433	1,400,561
Medical Earnings Pool	382,193	152,028	36,705	266,870
Other	1,775,433	1,079,976	1,379,261	2,074,718
Total Non Saskatchewan Health	3,620,755	2,636,981	2,871,247	3,855,021
Total Deferred Revenue	$ 10,015,356	$ 16,268,548	$ 19,578,409	$ 13,325,217

7. NET CHANGE IN NON-CASH WORKING CAPITAL

	Operating Fund		Restricted Funds			
	2008	2007	Capital Fund	Community Trust Fund	Total 2008	Total 2007
(Increase) Decrease in accounts receivable	$ 3,610,022	$15,840,513	$ 445,918	$ (294,384)	$ 151,534	$ (8,390,198)
(Increase) Decrease in inventory	(85,866)	(252,463)	–	–	–	–
(Increase) Decrease in prepaid expenses	(486,415)	285,275	(1,679,643)	–	(1,679,643)	–
Increase (Decrease) in accounts payable	8,696,508	10,537,313	(811,246)	–	(811,246)	1,333,391
Increase (Decrease) in accrued salaries	1,196,699	(14,742,006)	–	–	–	–
Increase (Decrease) in vacation payable	2,472,582	1,607,965	–	–	–	–
Increase (Decrease) in deferred revenue	3,309,861	3,528,228	–	–	–	–
	$18,713,391	$16,804,825	$ (2,044,971)	$ (294,384)	$ (2,339,355)	$ (7,056,807)

8. CONTINGENT LIABILITY

a) City of Regina

A statement of claim dated January 17, 2003 was filed by the Administrative Board of the Regina Civic Employees' Long-Term Disability Plan, the Administrative Board of the Regina Civic Employees' Superannuation and Benefit Plan and the City of Regina as Plaintiffs against the Regina Qu'Appelle Regional Health Authority, Saskatchewan Association of Health Organizations, Health Sciences Association of Saskatchewan and Saskatchewan Union of Nurses as Defendants. The dispute is in relation to the two respective pension and long-term disability plans.

The Discovery Stage of the process has been completed and the Region is waiting for a date for the court application. The cost of the claim cannot be reasonably determined at this time.

b) Joint Job Evaluation Reconsideration

The joint job evaluation/pay equity initiative for the service provider unions CUPE, SEIU, and SGEU allowed for an appeal process. As a result, employees and employers have filed appeals, the Reconsideration Committee completed recommendations on these appeals, and major disputes were heard before the JJE Dispute Resolution Tribunal (Tribunal). There still remains a number of individual "outstanding bundling issues" that consist of recommendations by the Reconsideration Committee that were not agreed to by the Steering Committee. Outcomes of the Tribunal resulted in further "bundling issues" regarding additional classifications created and revised duties of existing classifications. A process to deal with these additional "bundling issues" is being negotiated between respective unions and SAHO, and is expected to extend well into 2008.

A financial obligation to pay reconsideration costs occurs once the Steering Committee and the Reconsideration Committee reach a consensus decision. The results of outstanding bundling issues are currently unknown. The cost of these cannot be reasonably determined at this time.

9. RELATED PARTIES

These financial statements include transactions with related parties. The RHA is related to all Saskatchewan Crown Agencies such as departments, corporations, boards and commissions under the common control of the Government of Saskatchewan. The RHA is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the RHA is related to other non-Government organizations by virtue of its economic interest in these organizations.

a) Related Party Transactions

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the financial statements and the table below. They are recorded at exchange amounts which approximate prevailing market charged by those organizations and are settled on normal trade terms.

	2008	2007
Revenues		
Cypress Health Region	$ 756,592	$ -
Health Quality Control	54,295	100,924
Ministry of Corrections, Public Safety & Policing	79,500	-
Ministry of Education	3,157,955	3,230,411
Ministry of Health	76,772	-
Ministry of Social Services	87,628	82,128
Minstry of Tourism, Parks, Culture & Sport	59,153	98,914
Saskatchewan Cancer Agency	2,503,545	2,113,272
Saskatchewan Health Information Network Corporation	-	388,221
Saskatchewan Housing Corporation	159,985	164,417
Saskatoon Health Region	415,021	-
SGI Canada Insurance Services Ltd.	2,608,921	3,716,183
Workers' Compensation Board	2,696,645	2,405,923
	$ 12,656,012	$ 12,300,393
Expenditures		
Five Hills Health Region	$ 98,829	$ 40,009
Health Quality Council	35,468	2,000
Ministry of Finance	2,088,468	1,983,561
Saskatchewan Association of Health Organizations	16,681,291	15,920,820
Saskatchewan Healthcare Employees' Pension Plan	15,241,658	15,003,895
Saskatchewan Institute of Applied Science & Technology	162,946	125,244
Saskatchewan Power	4,672,691	5,116,084
Saskatchewan Telecommunications	1,771,346	1,713,485
Saskatoon Health Region	188,560	187,682
SaskEnergy Incorporated	654,681	233,214
SGI Canada Insurance Services Ltd.	36,533	36,485
Sunrise Health Region	27,094	2,285
University of Regina	118,065	92,216
University of Saskatchewan	86,639	74,351
Workers' Compensation Board	6,651,602	6,720,065
	$ 48,515,871	$ 47,251,396
Accounts Receivable		
Ministry of Social Services	$ 82,128	$ -
Saskatchewan Aids for Independent Living	244,199	357,639
Saskatchewan Cancer Agency	646,492	991,577
Saskatchewan Drug Plan	457,297	597,683
Saskatchewan Health Information Network Corporation	-	167,339
SGI Canada Insurance Services Ltd.	1,736,995	291,040
Workers' Compensation Board	1,049,094	647,318
	$ 4,216,205	$ 3,052,596
Prepaid Expenditures		
Saskatchewan Association of Health Organizations	$ 144,450	$ 144,060
Workers' Compensation Board	1,580,027	-
	$ 1,724,477	$ 144,060

	2008	2007
Accounts Payable		
615672 Saskatchewan Ltd.	$ 44,482	$ -
Backlin's Ambulance Service Ltd.	50,303	-
Cupar Lions Volunteer Ambulance	25,509	-
Five Hills Health Region	37,880	36,029
JT Ambulance Service Ltd.	35,157	-
Ministry of Finance	360,015	404,169
Prairie Ambulance Care (1998) Ltd.	30,050	-
Saskatchewan Association of Health Organizations	2,386,868	1,063,247
Saskatchewan Healthcare Employees' Pension Plan	3,305,874	3,041,955
Saskatchewan Power	364,419	438,715
Saskatchewan Telecommunications	230,760	592,800
SaskEnergy Incorporated	107,372	21,051
Valley Ambulance Care Ltd.	49,349	-
Workers' Compensation Board	-	1,621,620
	$ 7,028,038	$ 7,219,586

In addition, the RHA pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

b) Health Care Organizations

i) Community Based Organizations and Third Parties

The RHA has also entered into agreements with CBOs and third parties to provide health services.

These organizations receive operating funding from the RHA on a monthly basis in accordance with budget amounts approved annually. During the year, the RHA provided the following amounts to CBOs and Third Parties:

	2008	2007
615672 Sask Ltd. (Touchwood EMS)	$ 393,429	$ 348,947
Autism Resource Centre	614,764	400,667
Backlin's Ambulance Service Ltd.	483,515	433,212
Cosmopolitan Activity Centre	31,574	30,654
Cupar Lions Volunteer Ambulance	208,724	183,215
Extendicare (Canada) Inc.	19,778,575	18,270,882
Imperial & District Ambulance	85,398	83,805
JT Ambulance Service Ltd.	327,373	292,216
Living Sky Ambulance	17,064	17,064
Lumsden & Craven Seniors' Program Inc.	30,935	28,550
Mental Health Association / Regina Branch Inc.	395,107	383,600
Milestone Assisted Living Advisory Board	34,000	34,000
Mobile Crisis Services, Inc.	94,065	91,325
North Central Community Association	44,252	-
Phoenix Residential Society	1,034,828	1,004,689
Pipestone Qu'Appelle Assoc for Community Living	12,000	12,000
Planned Parenthood Regina	125,898	122,898
Prairie Ambulance Care (1998) Ltd.	267,163	237,112
Rainbow Youth Centre	181,773	176,479
Raymore Community Health & Social Centre	45,000	45,000
Regina Community Clinic	178,900	37,271
Red Cross	132,000	130,000
Regina Recovery Homes Inc.	1,540,561	1,495,699
Salvation Army Waterston Centre	183,335	176,378
Soo Line Ambulance	164,576	145,838
Tisher Family Daycare	36,000	32,322
University of Regina	67,336	67,336
Valley Ambulance Care Ltd.	382,062	332,713
Miscellaneous Grants	1,662	26,697
	$ 26,891,869	$ 24,640,569

ii) Affiliates

The Act makes the RHA responsible for the delivery of health services in its region including the health services provided by privately owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by the RHA. The following presentation discloses the amount of funds granted to each affiliate:

	2008	2007
All Nations' Healing Hospital Inc.	$ 3,027,922	$2,961,352
Cupar & District Nursing Home Inc.	2,188,371	2,068,838
Lumsden & District Heritage Home Inc.	1,799,867	1,674,240
Pioneer Village Special Care Corporation	20,705,591	19,128,388
The Qu'Appelle Diocesan Housing Corporation	1,022,803	1,010,917
The Regina Lutheran Housing Corporation	4,120,311	3,887,405
The Salvation Army William Booth Special Care Home	5,496,507	5,193,256
Santa Maria Senior Citizens Home Inc.	7,226,113	6,759,543
	$ 45,587,485	$ 42,683,939

Saskatchewan Health requires additional reporting in the following financial summaries of the affiliate entities as at March 31, 2007 and 2006 and for the years then ended:

	2007	2006
Balance Sheet		
Assets	$ 11,358,286	$ 11,805,485
Net Capital Assets	24,502,394	15,409,827
Total Assets	$ 35,860,680	$ 27,215,312
Total Liabilities	27,709,447	18,167,479
Total Net Assets (Fund Balances)	8,151,233	9,047,833
	$ 35,860,680	$ 27,215,312
Results of Operations		
RHA Grant	$ 43,854,908	$ 39,037,132
Other Revenue	13,796,589	12,743,614
Total Revenue	57,651,497	51,780,746
Salary & Benefits	48,904,925	44,027,468
Other Expenses*	9,570,396	8,086,272
Total Expenses	58,475,321	52,113,740
Excess (Deficiency) of revenue over expenses	$ (823,824)	$ (332,994)

*Other Expenses includes amortization of $1,311,143 (2006 - $903,288)

Cash Flows		
Cash from Operations	$ (202,765)	$ 1,075,761
Cash used in Financing Activities	355,887	(689,657)
Cash used in Investing Activities*	(703,664)	(1,245,803)
Increase (Decrease) in Cash	$ (550,542)	$ (859,699)

*Cash used in Investing Activities includes capital purchases of $941,579 (2006 - $1,316,586)

iii) Fund Raising Foundations

The Hospitals of Regina Foundation Inc. is an independent non-profit corporation without share capital that has its own Board of Directors. It provides donations to the RHA for capital equipment, education and research purposes. Its accounts are not included in these financial statements. As of December 31, 2007 it has net assets of $16,908,279 (2006 - $15,602,956). During the year, the Foundation provided funding of approximately $5,887,271 (March 31, 2007 - $4,321,410) for programs and capital acquisitions reported in donations and ancillary income. These amounts were used to fund capital assets, education and research projects at the Regina General Hospital, the Pasqua Hospital and the Wascana Rehabilitation Centre.

	December 31, 2007	December 31, 2006
Balance Sheet		
Total Assets	$ 21,106,990	$ 19,700,359
Total Liabilities	4,198,711	4,097,403
Total Net Assets (Fund Balances)*	16,908,279	15,602,956
	$ 21,106,990	$ 19,700,359

* In accordance with donor-imposed restrictions $4,176,321 (2006 - $4,078,909) of the foundation's net assets must be used to purchase specialized equipment

Result of Operations		
Other Revenues	$ 9,476,559	$ 8,086,513
Total Revenues	9,476,559	8,086,513
Total Expenses*	$ 1,820,885	$ 1,725,925
Excess of revenue over expenses	$ 7,655,674	$ 6,360,588

* Total expenses include contributions of $6,350,351 (2006 - $3,856,653) to the RHA and amortization of $19,621 (2006 - $22,236)

Cash Flows		
Cash from operations	$ 1,394,586	$ 1,487,845
Cash used in financing and investing activities*	(9,960,264)	3,790,996
Increase (Decrease) in cash	$ (8,565,678)	$ 5,278,841

* Investing activities include capital purchases of $17,209 (2006 - $25,294)

10. PATIENT AND RESIDENT TRUST ACCOUNTS

The RHA administers funds held in trust for patients and residents using the RHA's facilities. The funds are held in separate accounts for the patients or residents at each facility. The total cash held in trust as at March 31, 2008 was $67,101 (2007 - $39,595). These amounts are not reflected in the financial statements.

11. PENSION PLAN

Employees of the RHA participate in one of the following pension plans:

- Saskatchewan Healthcare Employees' Pension Plan (SHEPP) – This is jointly governed by a board of eight trustees. Four of the trustees are appointed by the Saskatchewan Association of Health Organizations (SAHO) (a related party) and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU, and HSAS). SHEPP is a multi-employer defined benefit plan that came into effect December 31, 2002. (Prior to December 31, 2002 this plan was the SAHO Retirement Plan and was governed by the SAHO Board of Directors).
- Regina Civic Employees' Superannuation and Benefit Plan (RCP) – This is a defined benefit plan that is administered by a jointly trusteed board (equal employer and employee representatives).

- Public Service Superannuation Plan (a related party) – This is a defined benefit plan that is administered by a Cabinet appointed board of directors.
- Public Employees' Pension Plan (a related party) – This is a defined contribution plan that is administered by a Cabinet appointed board of directors.

The RHA's obligation to these plans is limited to making required contributions for its participating employees for current service. Pension expense for the year amounted to $23,459,259 (2007 - $23,122,930) and is included in benefits in Schedule 1.

12. BUDGET

The RHA Board approved the 2007-2008 budget plan on May 30, 2007.

13. INSURANCE

The RHA purchases liability insurance from Healthcare Insurance Reciprocal of Canada (the Reciprocal). Under the terms of the Subscribers' Agreement, with respect to a policy period where revenues exceed expenses, any premium surplus may be refunded to the Reciprocal's subscribers on a proportionate basis after the subscriber has been enrolled with the Reciprocal for more than four years. This is the RHA's eleventh year in the agreement with the Reciprocal. Similarly, if there is a deficiency of revenues, the Reciprocal may collect such premium deficiency from its Subscribers on a proportionate basis. The Reciprocal maintains a stabilization fund to cover future deficiencies. Also, the Reciprocal is insured for claims in excess of $1 million. There is no premium surplus for the current year and there are no claims reported that are expected to exceed the policy limits.

14. FINANCIAL INSTRUMENTS

a) Significant terms and conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

b) Credit risk

The RHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the RHA's receivables are from Saskatchewan Health – General Revenue Fund, Saskatchewan Cancer Agency, health insurance companies, the Federal Government or other Provinces. Therefore, the credit risk is minimal.

c) Fair Value

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

- The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature:

  cash and short-term investments

  accounts receivable

  accounts payable

  accrued salaries and vacation payable

- For investments, the fair value of $1,597,969 (2007 - $1,835,048) is considered to approximate quoted market values.
- The fair value of mortgages payable before the repayment required within one year is $2,659,443 (2007 - $2,985,061) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements.

d) Operating Line of Credit

The RHA has an unsecured line of credit limit of $31,514,987 approved by the Minister of Health in 1999. Interest on the outstanding balance is charged at bank prime less .75%. Total interest paid on the line of credit was $15,969 (2007 - $9,644).

e) Other financial instruments

The RHA classifies its financial instruments into one of the following categories: held-for-trading, loans and receivables, or other liabilities.

All financial instruments are measured at fair value upon initial recognition. The fair value of a financial instrument is the amount at which the financial instrument could be exchanged in an arm's-length-transaction between knowledgeable and willing parties under no compulsion to act.

Cash is classified as held-for-trading. Accounts receivable are classified as loans and receivables. The carrying value approximates fair value due to the short-term nature of these instruments.

Investments are classified as held-for-trading assets and recorded at fair value. Transaction costs related to held-for-trading financial assets are expensed as incurred. The change in the fair value of the investments is recognized in net income.

Bank indebtedness is classified as held-for-trading. The carrying value approximates fair value due to the short-term nature of the instrument. Accounts payable, accrued salaries and vacation payable are classified as other liabilities. The carrying value approximates fair value due to the short-term nature of these instruments.

Mortgages payable are classified as other liabilities and recorded at amortized cost. The related debt premium or discount and issue costs are included in the carrying value of the long term debt and are amortized into interest expense using the effective interest rate method.

The RHA selected January 1, 2003 as the transition date for the identification and recognition of embedded derivatives. Accordingly, only contracts or financial instruments entered into or modified after the transition date were reviewed for embedded derivatives. As at March 31, 2008 the RHA does not have any outstanding contracts or financial instruments with embedded derivatives.

15. INTERFUND TRANSFERS

Each year the RHA transfers amounts between its funds for various purposes. These include funding capital asset purchases and reassigning fund balances to support certain activities.

	2008			2007		
	Operating	Capital	Community Trust	Operating	Capital	Community Trust
Capital asset purchases	$ (3,340,773)	$ 3,603,183	$ (262,410)	$ (3,180,959)	$ 3,614,894	$ (433,935)
SHC reserves	(49,592)	49,592	-	37,494	(37,494)	-
	$ (3,390,365)	$ 3,652,775	$ (262,410)	$ (3,143,465)	$ 3,577,400	$ (433,935)

16. RECLASSIFICATIONS OF PRIOR YEARS

Certain 2006-07 balances have been reclassified to conform to the current year's presentation.

17. CHANGE IN ACCOUNTING POLICY

Effective April 1, 2007 the RHA adopted the new CICA Handbook Section 3855 - Financial Instruments - Recognition and Measurement, Section 3862 - Financial Instuments - Presentation and Section 3863 - Financial Instruments - Disclosure.

Upon the adoption of the new standards, there was no impact to applying this change in accounting policy prospectively, effective April 1, 2007, to recognize fair value adjustments on financial instruments held-for-trading.

Appendix A

Regina Qu'Appelle Health Region programs and services are administered from, or housed in, the following facilities.

Regina

Location	Site	Gross Sq. Ft.	Lease/Own
325 Victoria Avenue	Al Ritchie Health Action Centre	2,080	Lease
2110 Hamilton Street	Alcohol & Drug Services, I.T., Mental Health -Adult, Public Health Central	60,888	Lease
2024 Albert Street	Drug Treatment Court	5,500	Lease
400 Broad Street	Eagle Moon Health Office	2,820	Lease
1350 Albert Street	Emergency Medical Services - (Future central operations building)	45,000	Own
1650 Sask. Drive	Emergency Medical Services – Station #1	4,595	Own
5730 Rochdale Boulevard	Emergency Medical Services – Station #2	1,679	Own
3705 Hill Avenue	Emergency Medical Services – Station #3	5,400	Own
445 Winnipeg Street	Emergency Medical Services - Storage Building	5,000	Lease
3510 – 5th Avenue	Four Directions Community Health Centre	7,144	Lease
1048 / 1056 Albert Street	Harm Reduction Program	6,054	Lease
2755 Avonhurst Drive	HealthLine (Emergency Medical Services)	8,606	Lease
1920 Broad Street	Hearing Aid Plan	6,854	Lease
4211 Albert Street	Home Care / SWADD / OR Scheduling / HR / Q.I.	33,796	Lease
1692 Albert Street	Kinship Centre (Mental Health Services)	4,000	Lease
1001 Montreal Street	Laundry Services	40,000	Own
1662 / 1680 / 1686 Albert Street	Mental Health Services - Child & Youth	16,445	Lease
4101 Dewdney Avenue	Pasqua Hospital	597,578	Own
1911 Park Street	Public Health - East Office	5,570	Lease
204 Wascana Street	Public Health - North Office	7,246	Own
1440 – 14th Avenue	Regina General Hospital	1,028,489	Own
2755 Avonhurst Drive	RQHR Warehouse	8,297	Lease
2180 – 23rd Avenue	Wascana Rehabilitation Centre	485,070	Own
23 Regina Facilities	**Total Gross Feet, Regina Facilities**	**2,388,111**	

Rural

Location	Site	Gross Sq. Ft.	Lease/Own
100 South Elgin St., Balcarres	Balcarres Integrated Care Centre	27,940	Own
606 Main St., Broadview	Broadview / Whitewood Home Care	1,259	Own
Calgary St., Broadview	Broadview Centennial Lodge	18,998	Own
901 Nina St., Broadview	Broadview Union Hospital	17,136	Own
Box 100, Cupar	Cupar Health Centre	13,608	Own
502 Windover Ave., Moosomin	Eastern Sask. Pioneer Lodge	6,956	Own
405 Windover Ave., Moosomin	Eastern Sask. Pioneer Nursing Home	15,436	Own
Box 1790, Ft. Qu'Appelle	Echo Lodge	21,128	Own

Appendix A

Rural (continued)

Location	Site	Gross Sq. Ft.	Lease/Own
916 Eden St., Indian Head	Golden Prairie Home	23,272	Own
721 Stella St., Grenfell	Grenfell Health Centre	11,902	Own
Regina Ave., Grenfell	Grenfell Housing Units (4 duplexes)	3,627	Own
802 Wolseley Ave., Box 970	Grenfell Regional Office	3,150	Own
300 Hospital St., Indian Head	Indian Head Union Hospital	20,775	Own
Ouimet St., Wolseley	Lakeside Nursing Home	49,245	SPMC Lease
Box 180, Imperial	Long Lake Valley Integrated Facility	20,325	Own
237 – 2nd Ave. E., Montmartre	Montmartre Health Centre	20,032	Own
Windover and Broadway	Moosomin Housing Units (8 duplexes, 1 four-plex)	12,250	Own
709 Carleton St., Moosomin	Moosomin Public Health	1,642	Own
320 Gertie St., Moosomin	Moosomin Union Hospital	42,690	Own
710 Regina Ave., Grenfell	Pioneer Home	17,997	Own
Box 549, Raymore	Silver Heights Special Care Home	28,000	Own
280 Burns Ave., Box 519	Southey Health Action Centre	200	Lease
Box 280, Lestock	St. Joseph's Integrated Care Centre	14,338	Own
178 Boundary Ave.N., Fort Qu'Appelle	Touchwood/Qu'Appelle District Health Centre	8,400	Own
South Railway, Wapella	Wapella Clinic Building	803	Own
921 Gambetta St., Whitewood	Whitewood Community Health Centre	16,856	Own
Ouimet St., Wolseley	Wolseley Memorial Union Hospital	13,616	Own
27 Rural Facilities	**Total Gross Feet, Rural Facilities**	**431,581**	

Affiliates

Location	Site	Gross Sq. Ft.	Lease/Own
450 - 8th St. W., Fort Qu'Appelle	All Nations' Healing Hospital	56,901	n/a
Box 310, Cupar	Cupar & District Nursing Home	39,166	n/a
4125 Rae St., Regina	Extendicare Elmview	18,500	n/a
4540 Rae St., Regina	Extendicare Parkside	51,977	n/a
260 Sunset Dr., Regina	Extendicare Sunset	40,000	n/a
10 Aspen Bay, Lumsden	Lumsden & District Heritage Home	20,000	n/a
1425 College Ave., Regina	Qu'Appelle House	28,265	n/a
806 - 2nd Ave., Raymore	Raymore Community Health & Social Centre	1,000	n/a
1925 - 5th Ave. N., Regina	Regina Lutheran Home	60,452	n/a
430 Pioneer Dr., Regina	Regina Pioneer Village	168,000	n/a
4215 Regina Ave., Regina	Santa Maria Senior Citizens Home	107,185	n/a
50 Angus Rd., Regina	William Booth Special Care Home	46,632	n/a
12 Affiliated Facilities	**Total Gross Feet, Affiliates**	**638,078**	**n/a**

TOTAL GROSS FEET, RQHR (excluding Affiliated Facilities) **2,819,692**

Regina Qu'Appelle
HEALTH REGION